



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

D R A F T

TERMS OF REFERENCE

INDEPENDENT COUNTRY EVALUATION

The People's Republic of China

Office of Evaluation and Internal Oversight
Independent Evaluation Unit

Vienna, April 2024

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I. INTRODUCTION

Under the general provisions of the UNIDO Evaluation Policy, the UNIDO Office for Evaluation and Internal Oversight (EIO) conducts evaluations at the country level, which aim to provide an assessment of UNIDO's aggregated country engagement and to inform UNIDO management and external stakeholders on the Organization's effectiveness and impact. UNIDO country evaluations furthermore intend to evaluate the consistency, harmonization, and alignment of UNIDO interventions with the United Nations Sustainable Development Cooperation Framework (UNSDCF) and to inform new country programmes and cooperation frameworks as well as other UNIDO interventions.

The independent country evaluation in China is part of the approved EIO Evaluation Work Plan 2024-2025 and aims at understanding and evaluating the intervention logic and rationale of the overall UNIDO engagement in China. It seeks to assess specific results of UNIDO interventions in different areas and to which extent the UNIDO-China cooperation has been contributing to transformation in the country in a rapidly changing context. The evaluation is also expected to strengthen evidence-based planning and programming and to inform decision-making processes, thus contributing to the achievement of UNIDO's strategic priorities and objectives.

This evaluation shall be conducted against the backdrop of UNIDO's vision "to support Member States to accelerate their transformation towards inclusive and sustainable industrialization, bridging gaps and seizing industrial development opportunities to achieve the 2030 Agenda", as outlined in the UNIDO 2022-2025 Medium-Term Programme Framework (MTPF) that states the following:

The period 2022-2025 is the time for UNIDO to further build on its mandate to promote ISID, and work with Member States to "build back better". With the support of UNIDO, countries can prioritize industrialization pathways that advance inclusive growth, reduce inequalities, foster digital and green transitions, boost resilience, and accelerate progress towards the Sustainable Development Goals.¹

UNIDO's mandate, anchored in the 2013 Lima Declaration, recognizes inclusive and sustainable industrialization as a major driver of sustainable development, particularly through Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". In addition, UNIDO's mandate aligns with many other SDGs, including those related to poverty eradication (SDG 1), gender equality (SDG 5), access to clean and affordable energy (SDG 7), job creation (SDG 8), and partnerships for the goals (SDG 17).

The contribution to the achievement of the SDGs and the 2030 Agenda for Sustainable Development that calls for transforming our world will be another key component of this independent country evaluation. It will furthermore consider the 2019 Abu Dhabi Declaration² that calls for collective actions, multi-stakeholder partnerships, and strengthened international cooperation.

¹ 2022-2025 Medium-Term Programme Framework Integration and scale-up to build back better

² file:///H:/0.%20EVALUATIONS/00.%20CE%20China/3%20UNIDO/UNIDO_Abu_Dhabi_Declaration_1.pdf

1. Country context³

With a population exceeding 1.4 billion people, China has the second-largest population in the world. It spans the equivalent of five time zones and borders fourteen countries by land. With an area of nearly 9.6 million square kilometres, it is also the third-largest country by total land area. The country is divided into 33 province-level divisions, inclusive of 22 provinces, five autonomous regions, four municipalities, and two semi-autonomous special administrative regions. Beijing is the national capital, while Shanghai is its most populous city and largest financial centre⁴.

Over the past four decades, China has made remarkable economic and social progress, evolving from a centrally planned, state-dominated economy into a more market-based economy. The country initiated the economic reforms known as "Reform and Opening-Up" in the late 1970s. This involved, inter alia, opening up to foreign trade and investment and introducing market-oriented policies. During the 1980s, China gradually liberalized its economy, allowing private enterprises to emerge alongside state-owned enterprises. Special Economic Zones (SEZs) were established to attract foreign investment, contributing to rapid industrialization and export-led growth. In the 1990s, China deepened its market reforms, privatizing many state-owned enterprises, and further opening up to foreign investment. This period saw significant inflows of foreign capital and technology, contributing to China's manufacturing boom and export growth.

China's accession to the World Trade Organization (WTO) in 2001 marked a milestone in the country's integration into the global economy. China experienced high gross domestic product (GDP) growth rates, averaging 9.5 percent, throughout the 2000s and early 2010s, driven by investment, exports, and urbanization. The economy underwent a structural transformation, with a shift from agriculture to industry and services, and from rural to urban areas. China became an upper-middle-income country (UMIC) in 2010. Over the past decades, more than 850 million people have lifted themselves out of poverty. In 2018, the gross national income (GNI Atlas Method) per capita reached USD 9,470.

As China's economy matured, it also faced challenges such as rising debt levels, environmental deterioration, and income inequality. A significant number of people remain vulnerable and the gap between rural and urban areas and between western and eastern provinces remains considerable.

Furthermore, the COVID-19 pandemic had significant effects on China's economy, especially in the early stages. China's GDP contracted by 6.8 percent in the first quarter of 2020, the first such decline in decades, as many small and medium-sized enterprises and self-employed businesses ceased production. Shutdowns and reduced economic activity led to job losses and increased unemployment, particularly in sectors like manufacturing, tourism, and retail. It also affected global trade, global supply chains, and industries worldwide.

The Chinese government implemented various measures to mitigate the economic impact of the pandemic. It pursued policies aimed at rebalancing the economy towards consumption-led growth, promoting innovation and technology-driven development, and improving social welfare. China accelerated infrastructure investment, particularly in the transportation, energy, and technology sectors.

Following the swift reopening after the pandemic in late 2022, China's gross domestic product (GDP) growth rebounded to 5.2 percent in 2023. It is predicted to slow down to 4.5 percent in

³ <https://www.worldbank.org/en/country/china/overview>

⁴ <https://en.wikipedia.org/wiki/China>

2024. The outlook is clouded by continued weakness in the real estate sector and persistently tepid global demand in the short term, as well as structural constraints to growth, including high debt levels, population aging, and slower productivity growth than in the past.⁵

Given its size, China is also central to many regional and global development issues. China today accounts for 27 percent of annual global carbon dioxide and a third of the world's greenhouse gas emissions – with per capita emissions now surpassing those of the European Union – and its air and water pollution affects other countries. Global environmental problems cannot be solved without China's engagement.⁶

China is a growing influence on other developing economies through trade, investment, and ideas. Many of the complex development challenges that China faces are relevant to other countries, including transitioning to a new growth model, rapid aging, building a cost-effective health system, and promoting a lower-carbon energy path.⁷

As declared by President Xi Jinping in his address to the 19th National Congress of the Communist Party of China in October 2017, China is now entering a new era in its development, an era in which the principal challenge that drives policy-making is no longer a lack of productive capacity, but the “contradiction between unbalanced and inadequate development and the people's ever-growing needs for a better life”. China is transitioning to slower but more balanced and sustainable growth and aims at achieving a *Xiaokang*⁸ society – a moderately prosperous society – and at eradicating absolute rural poverty.⁹

2. The CHINA-UNIDO cooperation

UNIDO has a long history of cooperation with China, which dates back to 1971 when China was recognized as a member of the Organization. While in the first years, China contributed funding to UNIDO, it was in 1979 when China began to receive aid and technical assistance from UNIDO. Over these five decades, the Organization has implemented hundreds of technical cooperation projects in China and strongly contributed to structural transformation and industrialization in the country. In general, the major areas of UNIDO-China cooperation can be categorized under three themes: People | Prosperity | Planet.

Since 2000, four Country Programme Frameworks have been implemented, focusing on foreign investment introduction and technology transfer, energy and environmental protection, information technology, food safety, agro-business, South-South cooperation, human development, green industry, and international cooperation.

Environmental pollution is recognized as a major problem, a large amount of UNIDO projects focused on the promotion of resource-efficient and low-carbon production, access to cleaner and renewable energy, and the implementation of international norms, protocols, and conventions concerning environmental protection and compliance with international standards.

The ongoing *Country Programme for Inclusive and Sustainable Industrial Development (2021-2025)* followed the *China-UNIDO Country Programming Framework for Inclusive and Sustainable*

⁵ <https://www.worldbank.org/en/news/press-release/2023/12/14/sustained-policy-support-and-deeper-structural-reforms-to-revive-china-s-growth-momentum-world-bank-report>

⁶ <https://www.worldbank.org/en/country/china/overview>

⁷ Ibid.

⁸ The concept of "Xiaokang" took root 2,500 years ago. It represents ancient Chinese people's longing for a peaceful and happy life.

⁹ United Nations Sustainable Development Cooperation Framework for the People's Republic of China 2021-2025

Industrial Development (2016- 2020). It builds on past projects and programs and is designed to enhance UNIDO's support to the Government of China to implement a roadmap towards inclusive and sustainable industrial development (ISID). The Country Programme's priorities are aligned with *China's 14th Five-Year Plan (2021-2025)*, which aims to boost the construction of a new development pattern, achieve high-quality economic development, coordinate development and security, protect ecological environment, improve people's well-being, and bridge the gap in internal development.¹⁰

In line with the new development aspirations of China and considering the 14th Five-Year Plan, UNIDO, by implementing the Country Programme for ISID 2021-2025, will give priority to the four following areas:

1. Boosting innovation-driven industrial growth
2. Accelerating the development of green industry and green industrial transformation
3. Rural revitalization and smart agro-food systems, and
4. Promoting international cooperation for ISID

In addition to the UNIDO-China CP 2021-2025, in October 2023, China and UNIDO signed the *Strategic Cooperation Framework (2023-2025)* to promote ISID and seek to facilitate China's high-quality development and aligning it with the objectives of the 2030 Agenda for Sustainable Development. The framework entails the following areas of cooperation¹¹

1. Bilateral High-level exchanges and policy coordination
2. Green Development
3. Digital Economy
4. Standards and Conformity Assessment
5. South-South and Triangular Cooperation
6. Support for Major Forums and Events
7. Talents Exchange and Cooperation
8. Project Management

As a member of the United Nations (UN) Country Team, UNIDO has participated in the elaboration, validation, and signature of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the People's Republic of China 2021-2051. This period is contemporaneous with China's 14th Five-Year Plan. The overall objective of the UNSDCF for China is to contribute to the achievement of the 2030 Agenda for Sustainable Development and realising innovation-driven, coordinated, green, open, and shared development.¹²

The UNSDCF for China is strategically centred on three key priorities:

1. People and Prosperity: Achieving innovation-driven, coordinated, and shared development.
2. Planet: Achieving Green Development towards a more sustainable and resilient environment
3. Partnerships: Realizing the full potential of China's international engagement to promote its open development and partnerships to accelerate the achievement of the SDGs across the world.

UNIDO's main counterpart in China is the Ministry of Commerce (MOFCOM), which coordinates UNIDO's affairs in China. The MOFCOM's Department of International Trade and Economic Affairs

¹⁰ UNIDO Country Programme in China. 2021-2025

¹¹ Strategic Cooperation Framework (2023-2025) Between the Government of the People's Republic of China and the United Nations Industrial Development

¹² UNSDCF for China, signed on August 18, 2020.

(DITEA) serves as the coordinating agency on the policy level. Directly under the MOFCOM, at the operational level, the China International Centre for Economic & Technical Exchanges (CICETE) coordinates the cooperation between China, UNIDO, UNDP, and the United Nations Volunteers (UNV) programme.

In addition, UNIDO has been maintaining close collaboration with other ministries in China, such as the Ministry of Industrial and Information Technology, the National Development and Reform Commission, the Ministry of Finance, the Ministry of Water Resources, the China Food and Drug Administration, and the China International Development Cooperation Agency (CIDCA). The list of partner institutions with which UNIDO cooperates in China is long and includes, inter alia, Government organizations, Provincial governments, Development Finance Institutions, Universities, and Industry associations (Ref. Annex 7. List of UNIDO partners in China).

UNIDO is represented in China with a UNIDO Representative (UR) and resourced with regular -and project staff. The UNIDO Office in Beijing also covers the Democratic People's Republic of Korea and Mongolia, as UNIDO has no physical presence in those countries. Furthermore, UNIDO set up additional centres and offices in China to facilitate and expand UNIDO's technical assistance and policy support in the country. These include the Investment and Technology Promotion Offices (ITPOs) in Beijing and Shanghai and the UNIDO Centre for South-South Industrial Cooperation (UCSSIC).

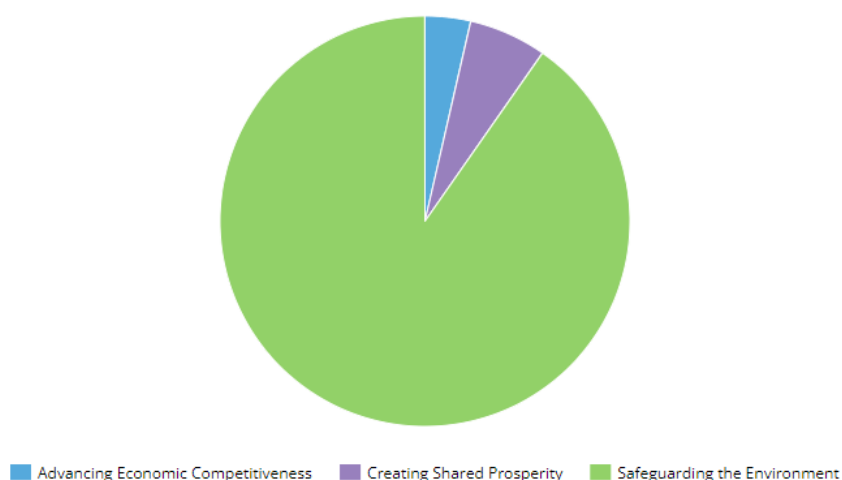
Annex 6, provides a preliminary list of institutional stakeholders related to UNIDO activities in CHINA.

3. UNIDO Technical Cooperation Portfolio in China

The UNIDO portfolio of ongoing projects in China includes a total of 14 projects under implementation with a total planned budget of USD 122,389,899, funded by different donors. The main donors for these projects are the Montreal Protocol (MP) and the Global Environment Facility (GEF) and the main thematic priority of UNIDO's current portfolio in China is 'Safeguarding the Environment'.

Implementation by Thematic Priority

based on total budget of ongoing projects in 2024



Source: <https://open.unido.org/projects/CN/overview> (March 2024)

Between 2018 and 2024, another 15 projects with a total budget of USD 118,725,359 were completed in China. The thematic priority 'Safeguarding the Environment' accounted for the highest portion of these projects (11 projects out of 15) with the Montreal Protocol being the main donor.

Two completed GEF projects were independently evaluated in 2018 and 2023 respectively: *Environmentally sound management and disposal of obsolete POPs pesticides and other POPs wastes in China (104147)* and *Integrated adoption of New Energy Vehicles in China (150157)*. Furthermore, a Final Self-evaluation (FSE) of the *UNIDO-China Country Programme Framework for Inclusive and Sustainable Industrial Development Time Frame 2016-2020 (150375)* was carried out in 2021 by a national consultant to inform and feed into the ongoing *Country Programme for inclusive and sustainable industrial development (2021-2025) (210108)*.

In addition, ten global UNIDO projects under the thematic areas of Green Industry and International Cooperation have a significant component in the country. These include the UNIDO Investment and Technology Promotion Offices (ITPOs) in Beijing and Shanghai and the UNIDO Centre for South-South Industrial Cooperation in China (UCSSIC).

Annex 2 provides an overview of the UNIDO China TC Portfolio, as of March 2024.

During the inception phase, the evaluation team will perform a further review and analysis of the UNIDO Technical Cooperation Portfolio of projects under implementation or completed during the timeframe covered by this evaluation.

II. EVALUATION PURPOSE AND OBJECTIVES

The main purpose of this evaluation is to independently assess UNIDO's engagement in and with China and the extent to which expected results under the previous and the current UNIDO-China Country Programmes have been achieved. The evaluation intends to be a forward-looking exercise seeking to identify best practices and areas for improvement. It aims to generate findings, draw lessons, and provide a set of actionable recommendations. The evaluation shall inform future UNIDO interventions in China and the development of the next UNIDO-China Country programme.

In particular, the evaluation aims to accomplish the following:

- 1) Assess the results and performance of the UNIDO-China Cooperation with regard to UNIDO's contribution to transformational changes at the country level.
- 2) Identify what factors facilitated or hindered the achievement of intended results.
- 3) Examine the strategic positioning of UNIDO in China and the Organization's contribution to the Sustainable Development Cooperation Framework (UNSDCF), the SDGs, and the 2030 Agenda.
- 4) Generate findings and provide recommendations to shape the future partnership with China, along with other country partners.
- 5) Consider the dual role of China as a beneficiary and an emerging donor.

The key users of this evaluation will be the Government of China, UNIDO management, the Field Office, and ITPOs (Beijing and Shanghai) in China, as well as other counterpart agencies and stakeholders cooperating with UNIDO in the country.

III. SCOPE AND FOCUS

The country-level evaluation will cover UNIDO interventions in China from 2016 to 2024 with a focus on UNIDO's country engagement under the ongoing Country Programme 2021-2025.

The evaluation will not assess the performance of all individual projects under the Country Programme (due to the large portfolio and number of activities in the country). A precise scope of the evaluation, including a selection of projects as case studies (if needed), will be defined during the inception phase, to focus on key activities while allowing answering all questions identified in this TOR.

The evaluation will also examine the role and performance of the UNIDO Office in China in relation to coordinating, monitoring, and implementing UNIDO activities in the country and assess to which extent the office provides added value to the overall cooperation between UNIDO and China.

IV. EVALUATION APPROACH AND METHODOLOGY

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight¹³ and the UNIDO Evaluation Policy¹⁴ and will adopt a participatory approach to optimise the involvement of all stakeholders, the Government, relevant national counterparts, donors and beneficiaries as well as UNIDO and project staff.

The evaluation will use a theory of change approach and mixed methods to collect data from a variety of sources and informants. It will pay attention to triangulating the data and information

¹³ UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

¹⁴ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021)

collected before forming its assessment to ensure an evidence-based and credible evaluation, with robust analytical underpinning. The results framework for the China-UNIDO Country Programme (2016-2020) and in particular the logical framework for the China-UNIDO Country Programme (2021-2025) will serve as key reference points. The evaluation team will assess the validity of the mentioned log frames and reconstruct a Theory of Change (ToC) for the UNIDO-China country cooperation that will depict the causal and transformational pathways from activities to outputs, outcomes and longer-term impacts. The Theory of Change will also consider external factors (assumptions, risks, pre-conditions) and identify drivers and barriers to achieving planned results.

In order to keep the evaluation focused and affordable, case studies could be carried out outlining the processes and results of UNIDO's technical (development) cooperation activities in China, the Organization's analytical and policy advisory services, and its convening and partnership role.

The evaluation will consider relevant previously conducted evaluations, at the project and strategic level. It will also examine the findings and recommendations generated by the Final Self-Evaluation of the UNIDO-China Country Programme 2016-2020, carried out in 2021.

1. Data collection methods

The evaluation team will use the following data collection methods:

- **Desk and literature review** of, inter alia, UNIDO-China CP documents, project and programme documents, progress reports, mission and technical reports, UNIDO Open Data Platform, evaluation reports, UNSDCF, and other strategy documents.
- **Stakeholder consultations** through structured and semi-structured interviews and focus group discussions.
- **Statistical analysis, surveys, Theory of Change, and SWOT analysis.**
- **Field mission** including direct observation at project sites.

The evaluation team will elaborate further on the methodology and evaluation tools, to be presented in the inception report.

The evaluation team should ensure that the findings are evidence-based. This implies that all perceptions, hypotheses, and assertions obtained in interviews will be validated through secondary filtering and cross-checks by triangulation of sources (a broad range of stakeholders including government counterparts, private sector representatives, policymakers, other UN organizations, multilateral organizations, bilateral donors, implementing partners, and the beneficiaries), methods, data, and theories.

2. Evaluation questions and review criteria

The evaluation will use standard UNIDO Evaluation criteria (effectiveness, efficiency, relevance, coherence, impact, and sustainability) as well as other criteria such as gender equality and women's empowerment, human rights, and social and environmental safeguards. In addition, the evaluation team might define other evaluation criteria during the inception phase.

The following overall guiding questions will be adjusted during the inception phase and the evaluation team will develop an Evaluation Matrix in the inception report:

1. **Relevance:** Is the UNIDO country cooperation strategy aligned with China’s National Policies and Strategies (14th Five Year Plan; China’s National Plan on SDG Implementation) and with UNIDO’s strategic priorities? Are UNIDO activities relevant to the needs of the beneficiaries? Is UNIDO cooperation aligned with the dual role of China as a beneficiary and an emerging donor?
2. **Coherence:** Is UNIDO’s country engagement in China overall coherent? Is it coherent with the UNIDO MTPF 2022-2025? Does it consider synergies and interlinkages between different interventions? Is it coherent with other commitments, such as the UNSDCF and the Agenda 2030?
3. **Effectiveness:** To what extent were the objectives of UNIDO interventions achieved or are likely to be achieved at the time of the evaluation? Did UNIDO react to pandemic and post-pandemic challenges and to the changing context in China?
4. **Efficiency:** Did UNIDO deliver results in an economic and timely manner?
5. **Impact:** To what extent has the UNIDO-China cooperation contributed to long-term transformational changes in the country and/or in other countries? Has it generated higher-level effects? What is UNIDO’s comparative advantage?
6. **Sustainability:** How sustainable are the results achieved in the country? To what extent will the benefits continue, or are likely to continue?
7. **Gender and Youth:** To what extent were gender issues addressed in UNIDO interventions? To what extent have women, youth, and other vulnerable groups benefitted from UNIDO interventions in the country?
8. To what extent did UNIDO address **environmental issues**? Were environmental screenings and assessments conducted and prevailing environmental standards considered?
9. How the **UNIDO Field Office** performed with regard to overall coordination, monitoring, and its contribution to UNIDO’s convening role, incl. global forum activities?

V. EVALUATION PROCESS AND TIME SCHEDULE

The independent country evaluation in China will be conducted from April to October 2024 and implemented in the following phases, which are not strictly sequential, but in many cases interactive, conducted in parallel and partly overlapping.

Activity	Responsibility	Estimated timeline
Preparation of evaluation terms of reference	EIO	April 2024
Identification and recruitment of evaluation team (ET) members	EIO	April-May 2024
Desk and literature review and preliminary consultations	ET	May-June 2024
Inception report, incl. methodology and evaluation matrix	ET	June 2024
Conducting evaluation, including interviews, surveys, additional literature review, field missions in China, and in-country debriefing	ET	July-August 2024
Presentation of preliminary findings to UNIDO HQ stakeholders	ET	September 2024
Preparation of draft evaluation report	ET	September - October 2024

Activity	Responsibility	Estimated timeline
Review and validation of draft evaluation report, based on stakeholder feedback and submission of final report	ET / EIO	October 2021
Issuance of final report	EIO	October 2024

VI. EVALUATION TEAM COMPOSITION

The evaluation will be conducted by a team including:

1. UNIDO Office for Evaluation and Internal Oversight (EIO):
 - a. Two EIO Evaluation Staff Members, one acting as an evaluation manager
2. Independent consultants:
 - a. Team Leader: One international evaluation consultant with extensive experience in conducting evaluations and managing evaluation teams will have the overall responsibility and lead the preparation of the inception and country evaluation report.
 - b. Team member: One international evaluation consultant, with extensive experience in evaluation and good knowledge of environmental issues
 - c. Two or three national evaluation consultants who will also support the ET in the field missions in the country

The UNIDO Office in China, the respective project teams in the country, and project managers at Headquarters will support the evaluation team with the planning and coordination of the evaluation field mission.

The tasks of the consultants are detailed in the job descriptions, attached to these terms of reference (see 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.

VII. DELIVERABLES AND REPORTING

Inception report

After reviewing the related documentation and having conducted initial interviews with concerned resource persons, the evaluation team will prepare an inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology).

The inception report will focus on the following elements: elaboration of evaluation methodology, including quantitative and qualitative approaches through an evaluation framework (evaluation matrix); division of work between the international evaluation consultant and team leader and the other evaluation team members; people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable.¹⁵

Evaluation Report format and review procedures

A draft report will be circulated to UNIDO management and stakeholders for factual validation and

¹⁵ The ET will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

comments. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the evaluation report.

A presentation of preliminary findings to stakeholders will be conducted in the field at the end of the field mission and at UNIDO HQs.

The evaluation report should be brief, to the point, and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns, and present evidence-based findings, consequent conclusions, recommendations, and lessons. The report should provide information on when the evaluation took place and who was involved. It should be presented in a way that makes the information accessible and comprehensible. The report should include an abstract and an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions, and recommendations should be presented in a complete, logical, and balanced manner. The evaluation report will be written in English.

All deliverables are to be cleared by EIO accordingly.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Office of Evaluation and Internal Oversight (EIO) and its Independent Evaluation Unit (EIO/IEU). Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned, and recommendations from other UNIDO evaluations, review of inception report and evaluation report by EIO).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (Annex 4.). The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO EIO should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference.

Annex 1: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior Evaluation Consultants (2 posts)
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna HQ and China
Start of Contract (EOD):	May 2024
End of Contract (COB):	October 2024
Number of Working Days:	40-50 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO), through its Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement, and accountability, and provides evidence-based analysis and assessment of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. The evaluation function is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

Under the supervision of the Director of EIO, and Chief of EIO/IEU, the international senior evaluation consultant(s) will conduct the independent UNIDO country evaluation in China (one in the role of Evaluation team leader). In particular, the international senior evaluation consultant(s) will carry out the following duties:

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected Duration (in w/d)	Location
Desk study and preparation <ul style="list-style-type: none"> ○ Review of relevant documentation and background information ○ Develop evaluation methodology, define data to be collected, and data collection instruments ○ Develop interview guidelines/ survey 	Analytical overview of available documents Preliminary Evaluation methodology (incl. data collection instruments, interview guidelines)	8	Home-based

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected Duration (in w/d)	Location
Preliminary briefings with <ul style="list-style-type: none"> ○ EIO ○ UNIDO Senior Management/Management ○ Project managers and key stakeholders at HQ and in the Field 	Preliminary information collected and analyzed	2	UNIDO HQ
Inception report Prepare and inceptions report incl. <ul style="list-style-type: none"> ○ Evaluation matrix ○ Draft theory change ○ Stakeholder mapping ○ Tentative field mission agenda ○ Work distribution 	Inception report including a proposed methodology, draft theory of change stakeholder mapping, evaluation matrix, mission agenda	4	Home-based
Field mission incl. <ul style="list-style-type: none"> ○ Meetings and interviews with stakeholders according to the evaluation programme and mission agenda ○ On-site visits ○ Draft preliminary findings and conclusions ○ Presentation to country stakeholders ○ Preparation of report outline/structure 	Information/Evaluation data collected Presentation of preliminary findings Agreement on structure and content of evaluation report; distribution of writing tasks	14	China
Debriefing in Vienna <ul style="list-style-type: none"> ○ Present preliminary findings and recommendations UNIDO management and staff ○ Carry out additional interviews if necessary ○ Discuss finalization of the report 	Presentation of preliminary findings Information gaps filled	2	UNIDO HQ
Drafting of evaluation report <ul style="list-style-type: none"> ○ Prepare the draft evaluation report; supervise the production of relevant chapters of the report by the other team members ○ Integrate comments from stakeholders ○ Prepare a final evaluation report 	Draft report Feedback on the draft report Final report	10	Home-based
TOTAL		40 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in a field related to development studies, economics, public administration, or business administration.

Technical and functional experience:

- A minimum of 15 years of experience in evaluation and research at the international level is required.
- Experience in evaluating projects and programmes related to industrial development is required.
- Experience in developing and evaluating strategies is required.
- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks is required.
- Familiarity with gender analysis tools and methodologies is an asset.
- Good knowledge of UNIDO activities and working experience within the UN system is an asset.
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical, drafting, and presentation skills
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: Work honestly, openly, and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully, and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, we also owe it to those we serve and who have trusted us to contribute to a better, safer, and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title:	National Evaluation Consultant Evaluation Team Member (2-3 posts)
Main Duty Station and Location:	Home-based
Missions:	Missions (in-country)
Start of Contract (EOD):	May 2024
End of Contract (COB):	October 2024
Number of Working Days:	30 working days spread over the above-mentioned period

2. ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO), through its Independent Evaluation Unit (EIO/IEU), is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement, and accountability, and provides evidence-based analysis and assessment of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. The evaluation function is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

Under the supervision of the evaluation team leader, and the EIO evaluation manager, the national evaluation consultant will participate in the independent UNIDO Country evaluation in China according to the Terms of Reference. In particular, she/he will be expected to carry out the following duties:

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected Duration (in w/d)	Location
Desk study and preparation <ul style="list-style-type: none"> ○ Review relevant documentation and background information ○ Assist in preparation of evaluation methodology, defining data collection instruments, developing interview guidelines/ survey 	Analytical overview of available documents Preliminary Evaluation methodology (incl. data collection instruments, interview guidelines)	6	Home-based
Inception Report Contribute to the preparation of the evaluation inception report incl. <ul style="list-style-type: none"> ○ Evaluation matrix ○ Draft theory change 	Inception report including a proposed methodology, draft theory of change stakeholder mapping, evaluation matrix,	4	Home-based

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected Duration (in w/d)	Location
<ul style="list-style-type: none"> ○ Stakeholder mapping ○ Draft field mission agenda ○ Work distribution 	mission agenda		
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with the Field Office and project staff in the field.</p> <p>Participate in the field mission with the team members where required; Participate actively in meetings, visits, and interviews according to the evaluation programme.</p> <p>Conduct the translation for the Team Leader and team member, when needed.</p> <p>Consult with the team leader on the structure and content of the evaluation report and on the writing tasks.</p> <p>Participate in drafting the main conclusions and recommendations, and in presenting them to stakeholders in the field under the guidance of the team leader.</p>	<p>Detailed evaluation schedule</p> <p>List of stakeholders to interview during the field missions.</p> <p>Presentations of preliminary findings, conclusions, and recommendations to stakeholders in the country at the end of the mission.</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	14	Home-based, Places to be identified
<p>Prepare inputs and analysis to the evaluation report and collect additional information (by telephone, emails, or visits) according to TOR and as agreed with the Team Leader.</p> <p>Provide inputs to the preparation of the draft report under the guidance of the team leader.</p>	Draft report	6	Home-based
TOTAL		30 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

University degree in economics, development studies, business studies or any related field.

Technical and functional experience:

- A minimum of five years of professional experience, including evaluation of technical cooperation projects/programmes in developing countries
- Knowledge of national industrial development situation, institutions, and programmes
- Working experience with international organizations will be an asset

Languages: English, Chinese. Fluency in written and spoken English is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES**Core values:**

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Annex 2: UNIDO Technical Cooperation Portfolio in CHINA

Table 1. CHINA Portfolio Overview (OPEN DATA Platform)

ONGOING PROJECTS IN CHINA (OPEN DATA PLATFORM, as of March 2024)											
		SAP ID	TITLE	START DATE	END DATE	Total Budget (\$)	Total Expenditures (\$)	Total Ex. (%)	Thematic area	Thematic area UNIDO	DONOR
			Ongoing								
1	CPR	100283	Promoting Energy Efficiency in Industrial Heat Systems and High Energy-Consuming (HEC) Equipment	10/13/2014	7/30/2025	5,375,000.00	5,131,718.68	95.47	Green Industry	Safeguarding the Environment	GEF
2	CPR	140214	Demonstration of Mercury Reduction and Minimization in the Production of Vinyl Chloride Monomer in China	8/3/2014	12/30/2025	16,499,956.24	16,108,982.53	97.63	Green Industry	Safeguarding the Environment	GEF
3	CPR	140386	HCFC Phase-Out Management Plan (Stage II) (RAC sector)	12/31/2014	12/30/2027	36,012,934.42	30,721,584.26	85.31	Green Industry	Safeguarding the Environment	MP, Italy
4	CPR	140389	HCFC phase-out management plan (stage II) (extruded polystyrene foam sector)	12/31/2014	12/30/2025	35,797,363.58	32,797,163.58	91.62	Green Industry	Safeguarding the Environment.	MP
5	CPR	150073	POPs and chemical pollution solutions through area-based-Eco effective-management	3/22/2016	4/10/2024	6,000,000.00	5,925,642.55	98.76	Green Industry	Creating Shared Prosperity	GEF
6	CPR	170287	Support to the First China International Import Expo	6/19/2018	12/30/2025	1,449,000.00	458,845.90	31.67	Int. Coop. Component	Advancing Economic Competitiveness	China
7	CPR	180098	Strengthening the capacity of China's food inspection and testing bodies to improve trust for trade along the Belt and Road	5/31/2021 *ProDoC was signed in Dec. 2023	12/30/2026	707,964.60		0.00	Food Safety Comp.	Advancing Economic Competitiveness	China
8	CPR	180122	UNIDO-CFDAIED Centres of Excellence in China	3/31/2019	3/30/2024	500,000.00	459,199.26	91.84	Food Safety Comp.	Creating Shared Prosperity	China
9	CPR	180288	Improvement of the Environmental Performance of the Foam Sector: Phase out and Management of HBCD in China	6/17/2019	10/30/2027	12,811,416.14	11,431,516.14	89.23	Green Industry	Safeguarding the Environment.	GEF

10	CPR	190320	Supporting the establishment and development of the International Hydrogen Energy Centre	5/31/2021	7/30/2027	3,536,406.79	388,636.14	10.99	Green Industry	Safeguarding the Environment	RPTC China
11	CPR	200129	Supporting poverty reduction and inclusive and sustainable economic diversification of Bama County in China through innovative upgrading and world-level branding of health-related food value chains	10/31/2020	1/30/2027	1,257,604.84	74,084.29	5.89	Food Safety Comp.	Advancing Economic Competitiveness	RPTC; China
12	CPR	210108	(China) Country Programming Framework for Inclusive and Sustainable Industrial Development 2021-2025	6/30/2021	6/29/2026	151,889.36	12,388.12	8.16		Safeguarding the Environment	RPTC; China
13	CPR	210197	Green hydrogen energy integrated demonstration application project in China	7/19/2023	9/29/2028	300,000.00	222,717.64	74.24		Safeguarding the Environment	GEF
14	CPR	220006	Improving agro-industrial value chain and supervision capacity in Quannan, China	9/18/2022	7/10/2025	1,000,000.00	240,633.14	24.06		Creating Shared Prosperity	China
						121,399,535.97	103,973,112.23	85.65			

COMPLETED PROJECTS IN CHINA (OPEN DATA PLATFORM, as of March 2024)

1	CPR	104147	Environmentally sound management and disposal of obsolete POPs pesticides and other POPs wastes in China	3/2/2008	12/30/2018	9,956,886.65	9,956,885.46	100.00		Safeguarding the Environment	GEF
2	CPR	105053	Sector plan for the phase-out of methyl bromide production in China	10/25/2011	12/30/2021	9,775,252.87	9,775,252.87	100.00	Green Industry	Safeguarding the Environment	MP
3	CPR	105064	HCFC Phase-out Management Plan in Room Air-conditioner Sector in China # Stage I	10/25/2011	12/30/2021	74,977,736.74	74,977,736.74	100.00		Safeguarding the Environment	MP
4	CPR	130314	Minamata Initial Assessment project for China	3/31/2014	12/30/2020	944,060.93	944,060.93	100.00		Safeguarding the Environment	GEF
5	CPR	140037	Intelligent manufacturing technology and its application in small and medium-sized enterprises	1/31/2017	12/30/2021	512,778.71	512,778.71	100.00	Green Industry	Advancing Economic Competitiveness	China
6	CPR	140196	Upgrading of China Small Hydropower (SHP) Capacity Project	12/31/2014	12/30/2023	9,124,918.66	7,738,244.40	84.80	Green Industry	Safeguarding the Environment	GEF
7	CPR	150019	Promote ISID along Maritime and Continental Silk Road	8/31/2015	12/30/2019	595,361.00	595,361.00	100.00		Others	China
8	CPR	150157	Integrated adoption of New Energy Vehicles in China	10/20/2015	12/30/2022	9,127,633.90	9,102,601.99	99.73	Green Industry	Safeguarding the Environment	GEF

9	CPR	150375	China Country Programme Framework for Inclusive and Sustainable Industrial Development Time Frame 2016-2020	10/14/2015	12/30/2021	116,526.62	114,319.87	98.11		Safeguarding the Environment	RPTC, China
10	CPR	170162	Applying the eco-design principles to industrial design in China	8/31/2017	3/14/2024	522,873.18	482,052.18	92.19	Green Industry	Safeguarding the Environment	RPTC, China
11	CPR	170246	Improving industrial capacity for poverty reduction in Chengbu, China	12/14/2017	10/30/2021	899,065.32	882,195.68	98.12	Food Safety Comp.	Creating Shared Prosperity	China
12	CPR	180161	Conversion from HFC-134a to HFOs+CO2 with gluing technology in an extruded polystyrene foam manufacturer	7/15/2018	7/16/2018	13,620.75	13,620.75	100.00	Green Industry	Safeguarding the Environment	MP
13	CPR	180235	Improving agricultural practices and capacity for poverty alleviation in Quannan, China	12/31/2018	8/30/2022	746,958.17	746,958.17	100.00	Food Safety Comp.	Creating Shared Prosperity	China
14	CPR	180270	Development of corporate social responsibility in the construction sector in China-Phase 2	3/21/2019	12/30/2022	523,113.90	523,113.90	100.00	Green Industry	Safeguarding the Environment	China
15	CPR	200026	Emergency Response Assistance to the Outbreak of Coronavirus Disease 2019 in China	2/16/2020	2/16/2021	888,572.24	888,572.24	100.00		Safeguarding the Environment	China

COMPLETED AND ONGOING GLOBAL PROJECTS INCL. CHINA COMPONENT (OPEN DATA PLATFORM, as of March 2024)

1	GLO	130090	Partnership for Action on Green Economy (PAGE): Supporting Change for the Future We Want	7/1/2013	12/31/2024	7,966,515.00	6,103,294.00	76.61	Green Industry	Safeguarding the Environment	UNEP, MPTF
2	GLO	150363	Strengthening the global innovation network on inclusive and sustainable industrial development	2/29/2016	12/30/2024	990,362.85	363,355.11	36.69	Green Industry	Advancing Economic Competitiveness	Int Training Ctr for Authorities & Leather China
3	GLO	160275	BRIDGE for cities - Belt and Road Initiative: Developing green economies for cities	4/1/2017	6/30/2021	714,535	692,499	96.92	Int. Coop. Component	Others	Partnership Trustfund, Poland, China
4	GLO	170216	Technical guidelines for the development of international standards for small hydropower plants	11/1/2017	6/30/2024	1,342,148.00	1,138,480.00	84.83	Green Industry	Safeguarding the Environment	RPTC. China
5	GLO	170084	UNIDO Investment and Technology Promotion Office Shanghai (Shanghai Investment Promotion Center) (2017-2020)	09/01/2017	04/30/2021	796,532	796,532	100.00	Int. Coop. Component	Advancing Economic Competitiveness	China

6	GLO	190212	UNIDO Investment and Technology Promotion Office in Beijing, China (2019-2024)	7/4/2019	12/31/2024	4,890,345.00	2,989,170.00	61.12	Int. Coop. Component	Advancing Economic Competitiveness	China
7	GLO	190272	Supporting the UNIDO Centre for South-South Industrial Cooperation in China (3rd Phase)	1/20/2020	12/31/2024	2,812,213.00	1,594,681.00	56.71	Int. Coop. Component	Others	China
8	GLO	190364	Promoting sustainable industrial parks via South-South and triangular industrial cooperation platform	7/1/2020	6/30/2025	1,327,434.00	535,534.00	40.34	Int. Coop. Component	Others	China
9	GLO	200029	UNIDO Investment and Technology Promotion Office Shanghai (Shanghai Investment Promotion Center) (2020-2023)	5/1/2021	4/30/2024	1,112,190	825,670	74.00	Int. Coop. Component	Advancing Economic Competitiveness	China
10	FIJI	150097	Solar photovoltaic technology transfer from China to Fiji and the wider region of Pacific Island Countries and Territories	3/24/2015	4/30/2024	289,679.00	277,794.00	95.90	Int. Coop. Component	Safeguarding the Environment	RPTC; China

Annex 3: Tentative evaluation report outline

Abstract

Table of Contents

Acronyms and Abbreviations

Glossary of Terms

Executive Summary

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations

1. Background

1.1. Background and Introduction

- Evaluation purpose and objectives
- Scope and focus
- Methodology
- Limitations of the evaluation

1.2. Country Context

- Historical Context
- Brief overview of recent economic development
- Industrial situation and relevant sector specific information
- Development challenges
- Relevant government policies, strategies and initiatives
- Initiatives of international cooperation partners

1.3. Description of UNIDO activities in the country

- Major thematic areas and components, main objectives and problems they address
- Brief overview of other important activities

2. Evaluation key findings

2.1. UNIDO's contributions to development results (Effectiveness and Impact)

2.2. UNIDO performance

- Relevance
- Coherence
- Efficiency
- Sustainability
- Factors facilitating or limiting the achievement of results
- Gender, Youth and Human Rights
- Environmental and Social Safeguards
- Field Office Performance

2.3. UNIDO's Strategic Positioning for advancing transformational change

- Partnerships with the Government, UN Agencies and other partners
- UNIDO's analytical and policy advisory services, Standard-setting and compliance
- UNIDO's convening and partnership role (if applicable)

3. Main Conclusions, Recommendations/Management Action Plans and Lessons Learned

3.1. Conclusions

3.2. Recommendations

3.3. Lessons Learned

Annexes

- Annex A: Terms of reference
- Annex B: Theory of Change
- Annex C: List of stakeholders consulted
- Annex D: List of documentation reviewed
- Annex D: Project assessments and reviews
- Annex E: Country map and project sites
- Annex F: Primary data collection instruments: evaluation survey/questionnaire
- Annex G: Statistical data from evaluation survey/questionnaire analysis

Annex 4: Checklist on evaluation report quality

QUALITY CRITERIA		UNIDO EIO/IEU ASSESSMENT NOTES	RATING
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete, and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u> A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			

Annex 5: Preliminary list of reference documents / websites

UNIDO | CHINA:

- Strategic Cooperation Framework (2023-2025) Between the Government of the People's Republic of China and the United Nations Industrial Development Organization (25 October 2023)
- China-UNIDO Country Programme Framework for Inclusive and Sustainable Industrial Development For inclusive and sustainable industrial development (2021-2025)
- China-UNIDO Country Programming Framework for Inclusive and Sustainable Industrial Development (2016- 2020)
- United Nations Sustainable Development Cooperation Framework for China (2021-2025)
- Marking the 50th Anniversary of UNIDO-China cooperation

UNIDO documents:

- UNIDO. Annual Report 2022
- UNIDO. Annual Report 2021
- UNIDO. Annual Report 2020
- UNIDO Medium-Term Programme Framework. 2022-2025
- UNIDO Medium-term programme framework, 2018-2021
- Terms of Reference for UNIDO Field Offices (DGB/2018/07, 22 March 2018)
- UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)
- UNIDO (2019). Abu Dhabi Declaration. UNIDO 18th General Conference, 3-7 November 2019, Abu Dhabi, United Arab Emirates.
- Lima Declaration: Towards inclusive and sustainable industrial development (15th Session of UNIDO General Conference, Lima, Peru, 2 December 2013)

CHINA: Documents and websites:

- 13th Five-Year Plan
- 14th Five-Year Plan
- China's National Plan on SDG Implementation

UNIDO Evaluation guidance documents:

- UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)
- UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021)
- UNIDO. (2023). UNIDO Evaluation Manual.

Relevant Thematic Evaluations

- Independent Thematic Evaluation of the UNIDO Medium-Term Programme Framework (MTPF) 2018-2021 (2022)
- Independent Strategic Evaluation of UNIDO's capacity to contribute to transformational change (2022)
- Independent Thematic Evaluation of the UNIDO Investment Technology Promotion Office's Network (2021)
- Independent Thematic Evaluation. UNIDO UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and Empowerment of Women (2021)
- Independent Thematic Evaluation of UNIDO Field Network (2019)
- Thematic Review, UNIDO Operations Integration (2018)

- Independent thematic evaluation. UNIDO's Partnerships with Donors (2017)
- Independent UNIDO Country Evaluation. People's Republic of China (2011)

Self-Evaluation

- Final Self-evaluation (FSE) of the UNIDO-China Country Programme Framework for Inclusive and Sustainable Industrial Development Time Frame 2016-2020 (150375) (2021)

Project Evaluations

- Independent Evaluation of the Environmentally Sound Management and Disposal of Obsolete POPs Pesticides and Other POPs Wastes in China (104147)
- Independent Evaluation of Integrated Adoption of New Energy Vehicles in China (150157)
- Independent Evaluation of UNIDO project: Upgrading of China Small Hydropower (SHP) Capacity Project UNIDO Project ID 140196 GEF Project ID 6919
- ...

Websites

China-Country Profile

<https://www.fao.org/faolex/country-profiles/general-profile/en/?iso3=CHN>

Annex 6. Preliminary list of stakeholders / interviewees

1. UNIDO

- UNIDO Representative (UR) in China
- Staff of UNIDO Field Office in China
- Representative of UNIDO Investment and Technology Promotion Office (ITPO) in Beijing
- Representative of UNIDO Investment and Technology Promotion Office (ITPO) in Shanghai
- Representative of UNIDO Centre for South-South Industrial Cooperation (UCSSIC) in Beijing
- UNIDO Senior Management/Management
- UNIDO project staff in China
- UNIDO project staff at HQ

2. China Government Representatives

- China International Centre for Economic and Technical Exchanges (CICETE)
- Foreign Environmental Cooperation Centre (FECO)/Ministry of Ecology and Environment (MEE)
- Ministry of Industry and Information Technology (MIIT)
- Ministry of Commerce (MOFCOM)
- Ministry of Water Resources
- ...

3. Development partners/UN/Financial institutions

- UNRC
- UNCT Members

4. Industry associations

5. Bilateral/multilateral partners

6. Public Institutions Representatives

7. Private Sector

Annex 7. List of UNIDO partners in China

1. Ministries:
 - Ministry of Commerce
 - Ministry of Finance
 - Ministry of Foreign Affairs
 - Ministry of Industry and Information Technology
 - Ministry of Environment Protection
 - National Development and Reform Commission
 - Ministry of Science and Technology
 - Ministry of Agriculture
 - Ministry of Water Resources
 - State Forestry Administration
 - China Food and Drug Administration
 - The General Administration of Quality Supervision Inspection and Quarantine

2. Governmental organizations:
 - China Council for Promotion of International Trade
 - Development Research Center of the State Council
 - Chinese People's Association for Friendship with Foreign Countries
 - China International Center for Economic and Technical Exchanges/Ministry of Commerce
 - Foreign Economic Cooperation Office/Ministry of Environment Protection
 - Shanghai Academy of Social Sciences
 - Chinese Research Academy of Environmental Sciences
 - The China International Development Cooperation Agency (CIDCA)

3. Provincial governments
 - Fujian, Shanghai, Xinjiang, Sichuan, Gansu, Zhejiang

4. Development Finance Institutions
 - China Development Bank
 - Export and Import Bank of China
 - China-Africa Development Fund
 - China-Africa Fund for Industrial Cooperation

5. Universities:
 - Peking University
 - Tsinghua University
 - Beijing Normal University
 - University of International Business and Economics
 - Shanghai Jiao Tong University
 - Tongji University
 - Nankai University

6. Industry associations
 - China Construction Industry Association
 - Society of Automobile Engineers of China
 - Asian Manufacturers Association
 - China Federation of Industrial Economics
 - Shanghai Foreign Investment Association

