



EvalNews

Office of Evaluation and Internal Oversight
"Looking back to move forward"

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FROM THE DIRECTOR OF THE OFFICE OF EVALUATION AND INTERNAL OVERSIGHT (EIO)

Dear Colleagues,

I am delighted to share updates on the latest developments from EIO's independent evaluation function. We remain committed to adding value, through our crucial role of independently assessing and informing on what proves effective, what doesn't, and why.

The evaluation process not only fosters learning, accountability, and transparency, but also provides evidence-based information on the results, outcomes, impact, and sustainability of developmental interventions. This information is instrumental in supporting management decision-making, implementing corrective actions, and fostering innovation, ultimately contributing to a more effective and impactful organization.

Highlights, since the previous EvalNews issuance:

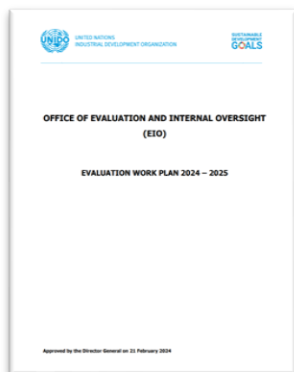
- ✓ [EIO Evaluation work plan for 2024-2025](#)
- ✓ [Strategic Evaluation on Knowledge Management in UNIDO](#)
- ✓ [Strategic evaluation report on UNIDO's engagement with the private sector](#)
- ✓ [EIO Evaluability Assessment of UNIDO's contribution to SDG9](#)
- ✓ National Capacity Building Workshop for Government Counterparts in the Middle East
- ✓ In-house Self-evaluation Workshop for UNIDO project managers
- ✓ Several [Independent Project Evaluations](#) issued

I trust that our EIO evaluation products and services stay useful for you all, and support your work accordingly.

Javier Guarnizo
Director
Office of Evaluation and Internal Oversight (EIO)

LATEST KEY EVALUATION PRODUCTS

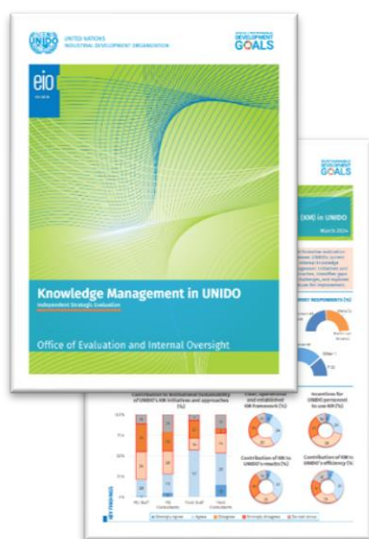
Since the last edition of EvalNews, the following **key products** have been issued:



[EIO Evaluation work plan for 2024-2025](#)

In accordance with the EIO Charter (DGB/2020/11) - approved by IDB in decision IDB.48/Dec.10, the EIO evaluation work plan was prepared based on the comprehensive EIO risk and evidence gap assessment performed by EIO in the fourth quarter of 2023. It took into consideration EIO's strategic objectives, key changes in the internal and external environment, new UNIDO strategic priorities, management concerns, and ongoing organizational challenges.

The EIO evaluation work plan was reviewed by the OAC; and it has also been coordinated with the internal audit plan, as well as the External Auditor and the Joint Inspection Unit (JIU) ongoing activities and plans, and approved by the Director General on 21 February 2024.



[Evaluation Report: Strategic Evaluation on Knowledge Management in UNIDO](#) and its [Infographic](#)

This report offers a comprehensive evaluation of Knowledge Management (KM) practices within UNIDO spanning the period from 2016 to 2023. The evaluation highlights the need for a robust KM framework that addresses the diverse needs of personnel, particularly in accessing dispersed information. Challenges identified include a lack of user-centric KM management, inadequate involvement of staff in KM formulation, and unstable policies resulting from organizational changes. While UNIDO demonstrated strengths such as implicit integration of KM in its framework and proven knowledge-sharing experiences, weaknesses persisted in the absence of a corporate KM strategy and coordination framework. Opportunities for improvement include leveraging change management for knowledge development and enhancing knowledge platforms.

Key recommendations include the development of a KM strategy aligned with the organization's strategic vision, the establishment of a KM policy framework, and fostering a knowledge culture within UNIDO.

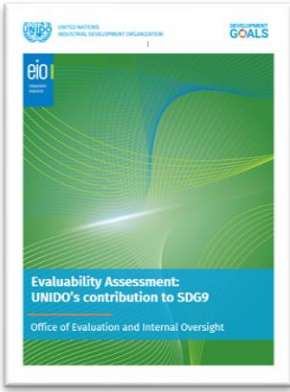
[Evaluation Report: Strategic evaluation report on UNIDO's engagement with the private sector](#) and its [Infographic](#)

This evaluation assessed UNIDO's overall approach to private-sector partnerships and their contribution to UNIDO's overall goals. The evaluation is based on desk research and on the analyses of primary data, which was collected through interviews with private partner representatives and through interviews, and a survey among UNIDO staff with direct or indirect experience in initiating and managing partnerships.

The evaluation found areas for improvement in the management and development of UNIDO's portfolio of partnerships in line with a coherent strategy and the creation of an integrated system of managing and sharing experiences and best practices across UNIDO. The development of a coherent partnership strategy, its implementation in the initiation and management of individual partnerships and UNIDO's portfolio of partnerships as a whole, as well as the development of a knowledge management system with regard to private partnerships, are recommended.

[Evaluation Report: EIO Evaluability Assessment of UNIDO's contribution to SDG9](#)





This is EIO knowledge product, reviewed and assessed to what extent UNIDO's contribution to SDG9 can be evaluated in a reliable and credible fashion. More specifically, this Evaluability Assessment (EA) reviewed the following inter-related aspects:

- Whether there is a logical and clear Theory of Change spelling out how and under what conditions interventions influence particular processes of change that contribute to SDGs.
- Whether UNIDO has sufficient information and the quality, scope, and depth of data required to conduct a fully-fledged evaluation. Also if information and data are available that can be used in assessing the merit and worth of the intervention(s), including progress reports, annual reports, internal and external data sets, policy, and academic literature.

This report further informs and confirms several already known gaps and areas for improvement flagged by other EIO independent evaluations, internal audits, and external auditors; which should be addressed through the already agreed management action plans (MAPs) under implementation.

ONGOING ACTIVITIES

We are currently conducting an Evaluation of the Third Industrial Development Decade for Africa (IDDA III). While building on the findings and recommendations of the MTR, the evaluation aims to generate findings, draw lessons, and provide a set of useful recommendations that could be used to inform the development of a potential successor initiative. The evaluation will focus on the overall IDDA III initiative and will cover the period from 2016 to 2024. Given the timeframe and other logistical constraints, the evaluation will not assess the performance of individual IDDA III projects or programmes, but focus on strategic aspects including achievement of stated objectives, stakeholder efforts and initiatives in support of Africa's industrialization, and challenges encountered in the implementation of IDDA III. You can find the Terms of Reference for the Evaluability Assessment here:

- [TOR Independent strategic evaluation. Third Industrial Development Decade for Africa](#)

ANNOUNCEMENTS



EIO BRIEFING TO MEMBER STATES IN JUNE 2024

On 26 June 2024, EIO will conduct a briefing to Permanent Missions to provide information on findings from selected strategic and country-level evaluations, and on EIO ongoing and planned activities under its work plan for 2024-2025.



SELF EVALUATION WORKSHOP TO PROJECT MANAGERS IN APRIL 2024

A Workshop on Self-Evaluation for UNIDO project managers was conducted on 30 April, 2024 aimed at enhancing the evaluation skills and contribute to UNIDO's continuous improvement efforts. This workshop aimed to provide participants (primarily colleagues involved in project management) with a comprehensive understanding of evaluation processes, methodologies, and to promote the use of "Self-evaluation" as a key management tool to further enhance the results based management and systematic monitoring and reporting for all UNIDO projects and programmes.



UNITED NATIONS EVALUATION GROUP "EvalWeek" IN JANUARY 2024

The UNEG EvalWeek took place in January 2024 comprising the Professional Development Seminars (PDS), Evaluation Practice Exchange Seminar (EPE), and Annual General Meeting, including the representatives of organizations of the UN System.



NATIONAL CAPACITY BUILDING WORKSHOP IN NOVEMBER 2023

In November 2023 EIO organized a national evaluation capacity-building workshop for the counterparts in the Arab Region. The workshop covered RBM, project management fundamentals, and evaluation processes, including one special session on “Gender Mainstreaming in Evaluation” provided by the representative of the Evaluation Office of UN Women in Egypt.

12 Government counterparts participants attended from the following countries: Jordan, Libya, Palestine, Sudan, Oman, Morocco, Tunisia, and Iraq. In addition, six participants from UNIDO field offices of Egypt, Jordan Algeria, and Lebanon.



GLOBAL ENVIRONMENT FACILITY 4TH CONFERENCE ON EVALUATING ENVIRONMENT AND DEVELOPMENT, MARCH 2024

EIO was invited to the panel on Private Sector related evaluations. The session addressed lessons learned from studies of enabling policy, innovative financing mechanisms, interdisciplinary approaches and partnerships on sustainability, scalability, and replicability to enhance our understanding regarding effectiveness of leveraging private sector resources for development, climate, and conservation goals.

LATEST EVALUATION REPORTS

PROJECT EVALUATION REPORTS

EIO has issued 26 project evaluation reports since our last EvalNews. Findings from completed evaluations were presented to UNIDO management and staff, and highlighted in briefings to concerned stakeholders. These reports can be accessed on our [website](#) and from the below list.

- [Evaluation report on Support for the design and implementation of a technical assistance programme and capacity building concerning industrial land.pdf](#)
- [Evaluation report on Sustainable Energy Initiative for Industries in Pakistan.pdf](#)
- [Evaluation report on Environmentally Sound Management and Final Disposal of PCBs in India.pdf](#)
- [Evaluation report on Removal of technical and economic barriers to initiating the clean-up activities for contaminated sites at OHIS.pdf](#)
- [Evaluation report on Making polychlorinated biphenyls management and elimination sustainable in Morocco.pdf](#)
- [Evaluation report on Environmentally Sound Management and Final Disposal of PCBs at the Russian Railways network and other PCB owners \(Phase I\).pdf](#)
- [Evaluation Report on PCB Management and Disposal at the Energy Sector.pdf](#)
- [Evaluation Report on Environmentally Sound Management and Final Disposal of PCBs in the Republic of Congo.pdf](#)
- [Evaluation report on Environmentally sound management of municipal and hazardous solid waste to reduce emissions of unintentional POPs in Senegal.pdf](#)
- [Evaluation report on Environmentally sound management and disposal of PCB-containing equipment and disposal of DDT wastes, upgrade of techn. expertise.pdf](#)
- [Evaluation report on Environmentally sound management of PCB-containing equipment and wastes and upgrade of technical expertise in Bolivia.pdf](#)
- [Evaluation report on Environmentally Sound Management and Final Disposal of PCBs in Serbia.pdf](#)
- [Evaluation report on Utilizing solar energy for industrial process heat in Egyptian industry.pdf](#)
- [Final report on the independent terminal evaluation of a cluster of UNIDO polychlorinated biphenyls \(PCBs\) projects.pdf](#)
- [Evaluation report on Increased energy access for productive use through small hydropower development in rural areas in Madagascar.pdf](#)

- [Evaluation report on West Africa Competitive Programme \(WACOMP\) Ghana component.pdf](#)
- [Evaluation report on Promoting organic waste-to-energy and other low-carbon technologies in SMMEs Accelerating biogas market dev. in South Africa.pdf](#)
- [Evaluation Report on Global Eco-Industrial Parks Programme \(GEIPP\)](#)
- [Evaluation report on Global Quality and Standards Programme \(GQSP\)](#)
- [Evaluation Report on European Union-East African Community Market Access Upgrade Programme \(MARKUP\) in Kenya](#)
- [Evaluation report on Job creation for youth and women through the improvement of business environment and SMEs Competitiveness in Jordan](#)
- [Evaluation report on Inclusive and sustainable industrial development for job creation in Ethiopia and Senegal](#)
- [Evaluation report on Introduction of an environmentally sound management and disposal system for PCB wastes and PCB-contaminated equipment in Indonesia](#)
- [Evaluation report on Generating energy capacity from geothermal power generation and its related technologies for sustainable development](#)
- [Evaluation report on Upgrading of China small hydropower \(SHP\) capacity](#)
- [Evaluation report on Mainstreaming climate change adaptation through water resource management in leather industrial zone development in Pakistan](#)

Please visit EIO's [Evaluation website](#) on the UNIDO internet for all issuances since our last update. **All evaluation reports** are accessible from the UNIDO intra- and internet.

ONGOING AND UPCOMING EVALUATIONS

You can obtain an overview of **ongoing and upcoming evaluations** by taking a glance at the respective [terms of reference](#). Should this remind you that you need to bring a planned evaluation activity to EIO/IEU's attention, please contact our office.

- [ToR for Independent country evaluation in the People's Republic of China](#)
- [ToR for Industrial capacity-building, policy advice, and diagnostics for the green recovery of Ukraine](#)
- [ToR for promoting women's empowerment for inclusive and sustainable industrial development in the MENA region – Phase II](#)
- [ToR for Independent Evaluation of the Impact of the Vienna Energy Forum](#)
- [ToR for Independent terminal evaluation of project Towards sustainable energy for all in Mozambique: Promoting market-based dissemination of integrated renewable energy systems for productive activities in rural areas](#)

ABOUT EIO EVALUATION FUNCTION

The EIO evaluation function in UNIDO has the purpose of providing a credible and useful assessment of the relevance, efficiency, effectiveness, coherence, sustainability, and impact of UNIDO operations and interventions, projects, programmes, thematic areas, and strategies. EIO manages and conducts independent evaluations, and develops and provides evaluation guidelines, methodology, and training tools to support full evaluation processes and to ensure that quality standards are met.

[KEY UNIDO EVALUATION RESOURCES](#)

[NEW EXTERNAL PUBLICATIONS AND RESOURCES](#)

- [Charter of the Office of Evaluation and Internal Oversight](#)
- [UNIDO Evaluation Policy](#)
- [UNIDO Evaluation Manual](#)
- [UNIDO Guidelines for the preparation of terms of reference for evaluations \(GEF and non-GEF projects\) \(*\)](#)
- [TOR template for terminal evaluations \(GEF and non-GEF projects\) \(*\)](#)
- Additional resources in [EVA Tool Centre](#) (*)
- [UNIDO EVALUATION on the UNIDO website](#)

- [United Nations Evaluation Group \(UNEG\). \(2023\). Guidelines for Professional Peer Reviews.](#)
- [United Nations Evaluation Group \(UNEG\). \(2022\). United Nations contributions to national evaluation capacity development and the evolution of national evaluation systems. An Overview of implementation of General Assembly Resolution 69/237](#)
- [UNEG Evaluating Policy Influence Stocktaking Report](#)



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