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Office of Evaluation and Internal Oversight

**Title** (Project evaluation reports)

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT**

**INDEPENDENT EVALUATION UNIT**

**Independent Evaluation of**

**TITLE**

**(UNIDO Project ID / GEF ID)**

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Vienna, Month Year

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# Abstract

**INSTRUCTIONS**

The abstract is a very short and concise summary of the report. It offers a quick glance at the evaluation’s topic, objectives, findings, conclusions and recommendations. It should be **no more than 400 words** and include the following information:

* The main topic of the evaluation report and key question at the heart of the analysis
* The methods used to collect information (from desk review to field work)
* The target audience for the report
* Key findings
* Key conclusions and recommendations
* A list of 3-5 keywords (this is in order to help with search function)

The abstract is written by the evaluation manager located in EIO/IEU.

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# Acknowledgements

The Independent Evaluation Unit (IEU) at the United Nations Industrial Development Organisation (UNIDO) would like to acknowledge and thank all individuals who volunteered their time and knowledge to contribute to this evaluation. Their perspectives and inputs were essential for the successful implementation of this assessment, and it would not have been possible to undertake this evaluation without their contribution. The evaluation team would like to particularly thank text who participated in text.

**Evaluation team:**

Name and family name, position, unit

Name and family name, position, unit

Name and family name, position, unit

**INSTRUCTIONS**

UNIDO prefers not to use academic titles.

In the acknowledgements institutions, entities or functions should be named rather than individuals’ names or other personal information.

# Abbreviations and Acronyms

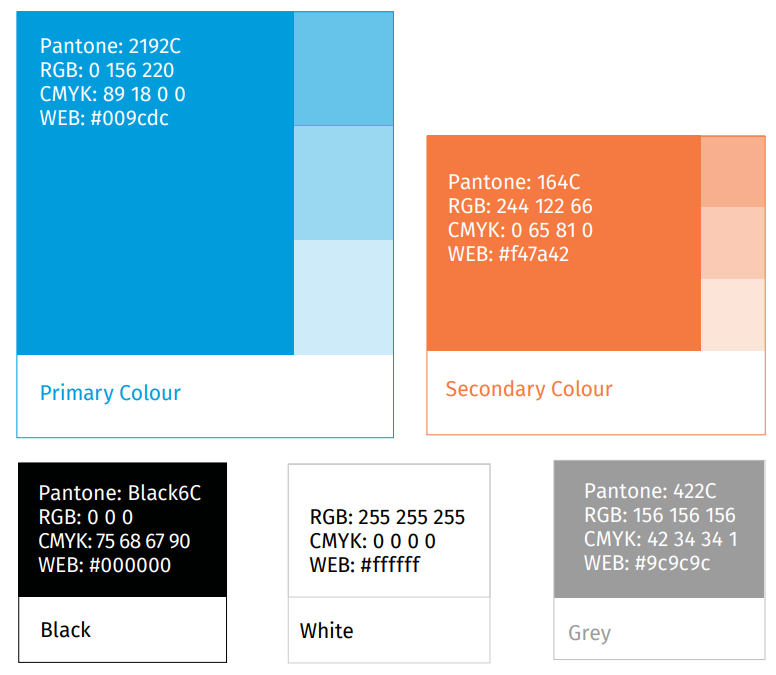
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| **Abbreviation** | **Meaning** |
| TEXT | Text |
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**INSTRUCTIONS FOR THE DESIGN OF CHARTS**

Use the UNIDO blue and orange (RGB version) throughout the charts of the report, as per the below extract from the UNIDO Corporate Design Manual.

Tertiary colours can be used, as long as the primary colours blue and orange are prominently featured. In graphic design, less is more.

Please consult the [UNIDO Corporate Design Manual](https://intranet.unido.org/intra/Design_Manual) for aspects related to visual design.



# Glossary of Evaluation Related Terms

**INSTRUCTIONS**

Please delete terms which are not relevant for the report, and add relevant terms, as necessary.

|  |  |
| --- | --- |
| **Term** | **Definition** |
| Assumptions | The conditions that need to be in place to achieve the results as will or may affect progress or success at different levels of an intervention’s causal pathway. The assumptions can be internal or external to UNIDO or the particular programme or project and usually connect outputs to outcomes, and outcomes to impact. |
| Baseline | The situation, prior to an intervention, against which progress can be assessed or comparisons made. |
| Coherence | The compatibility of the intervention with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. |
| Effect | Intended or unintended change due - directly or indirectly - to an intervention. |
| Effectiveness | The extent to which the objectives of a development intervention were or are expected to be achieved. |
| Efficiency | A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. |
| Environmental and social safeguards (ESS) | The extent to which environmental, climate change and social risks and impacts of a UNIDO product, service or process have been assessed and addressed (in line with respective administrative issuances). |
| Evaluand | The object of an evaluation, typically an intervention, organizational programme of work, or system. |
| Gender mainstreaming | The extent to which an adequate gender analysis has been conducted for a UNIDO product, service or process, its findings have been included in its design and monitoring and reporting data is sex-disaggregated where feasible. |
| Impact | Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention. |
| Independent evaluation | Independent evaluations provide an independent, credible and evidence-based assessment on a given entity under evaluation, such as a project, programme, or an entire strand of activities under a thematic, geographical or institutional heading. Independent evaluations are conducted and/or managed by staff members of the UNIDO Independent Evaluation Unit and conducted by external independent evaluation consultants. |
| Indicator | Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured. |
| Intervention | An external action to assist a national effort to achieve specific development goals. |
| Lessons learned | Generalizations based on evaluation experiences that abstract from specific to broader circumstances. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact. |
| Logframe (logical framework approach) | Management tool used most often at the project level. It involves identifying strategic elements (activities, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates designing, planning, execution, monitoring and evaluation of a development cooperation intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles. |
| Mainstreaming/sustaining | Initiatives are reproduced/adopted in other geographical areas or regions. |
| Market change | Initiatives catalyze market transformation by influencing the supply and demand for goods and services contributing to global environmental, economic and social benefits. |
| Means of verification | Data sources for indicators; reliable and cost-effective. |
| Outcome | The achieved or likely short-term and medium-term effects of an intervention’s outputs. |
| Outputs | The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. |
| Policy | A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, an organization, a business organization, a government, or a political party. |
| Programme | A collection of organizational resources that is geared to accomplish a certain major result or a set of results in a coordinated manner. Therefore, it is used in the context of development cooperation interventions as well as the organizational programme of work:  a) A programme contributing to the organizational programme of work: An official plan of action within the Organization, which is aimed at accomplishing a clear organizational objective, and includes details on what work is to be done, by whom, when, and what means or resources will be used.  b) Development cooperation programme: A group of complementary projects or activities designed and managed in a coordinated and coherent way, simultaneously or sequentially, to obtain broader benefits and long-term results (impact) not directly attainable from managing the projects individually. A programme is further typically characterized as a systematic and complex intervention to address a development problem or need to attain specific sectoral, national, regional or global development objectives. |
| Progress to impact | Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place. |
| Progress- and performance measurement and monitoring, reporting & evaluation systems (M, R & E) | The extent to which indicators and means of verification (data sources) as well as M, R & E plans are fit to inform adaptive management and decision-making. |
| Project | A development cooperation intervention, which is designed to achieve specific objectives (outputs and outcomes) contributing to a higher objective (impact) within a given budget and a specific period of time, i.e. it has a beginning and an end. |
| Project/programme design | Formulation of the intervention, the plan to achieve a specific purpose. |
| Project/programme performance | Functioning of a development intervention |
| Quality | Products, services and processes being free of deficiencies or, in other words, satisfactory in terms of meeting established requirements (i.e. principles, standards and criteria). |
| Recommendations | Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources. |
| Relevance | The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donor’s policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances. |
| Replication | Initiatives are reproduced/adopted in other geographical areas or regions. |
| Result | Specific and measurable change (output, outcome and impact) that is derived from a cause-and-effect relationship. The causality relationship between the changes is as important as the results themselves as it reflects the theory of change (see below) and the roles of UNIDO and its partners. |
| Results-Based  Management (RBM) | A management strategy – at project and programme, portfolio, organizational, country, and global levels – based on managing for the achievement of intended results within a given context by integrating a results philosophy and principles into all aspects of management and by integrating good practices and lessons learned from past performance into management decision-making. |
| Results chain | The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, goal/impacts and feedback. It is based on a theory of change, including underlying assumptions. |
| Review | A systematic and evidence-based self-assessment of the performance of a programme or project, aiming at determining performance against established criteria. The vehicle for steering corrective action by line management, and therefore a management responsibility (under 1st and 2nd Line of the UNIDO Three Lines Model of Defence (3LM)). It can be conducted internally, i.e. by personnel directly involved in a programme or project, or externally, i.e. by personnel hired specifically for the purpose of conducting the review (good practice), whereby the overall responsibility for the review rests with the programme or project management. Reviews can be carried out at different stages of the programme or project life cycle, i.e. for programmes and projects with start and end dates as mid-term reviews (MTRs) and terminal self-evaluations, and for open-ended programmes periodically. |
| Risks | Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention’s objectives. |
| Scale-up | Scale-up is defined as the multiplication of an achieved result from an intervention, in which a greater number of beneficiaries (people or institutions) benefit more lastingly from the results. The scaling-up process may be: a) horizontal, expanding geographical reach to cover more people through replication and adaptation; and/or b) vertical, expanding institutional reach to guide principles of practice through mainstreaming. Scaling-up of results may require an integrated approach of horizontal and vertical scaling-up |
| Self-evaluation | Self-evaluations are reviews (see above). |
| Sustainability | The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time. |
| Target group | The specific individuals or organizations for whose benefit an intervention is undertaken. |
| Theory of change | Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes. |
| Transformational Change | Deep, systemic, and sustainable change with large-scale impact. |

# Executive Summary

**INSTRUCTIONS**

The Executive Summary should not be a repetition of the text of the main body but be drafted in a crisp, short and clear manner, with the objective to convey the key and most important information about the evaluation to a wide array of readers.

An executive summary is one of the most important sections of an evaluation report. It is meant to be a brief, succinct summary of the entire report, aiming to provide a comprehensive yet condensed overview of the evaluation's findings, recommendations, and critical points.

This section should consist of **no more than two pages** and include:

* Introduction: Briefly describe the project being evaluated, including its purpose, objectives, and main activities. Also, mention the purpose and scope of the evaluation.
* Evaluation Objectives and Questions: Clearly state the primary questions that the evaluation sought to answer and the main objectives it aimed to fulfil.
* Methodology: Provide an overview of the evaluation methods used in the study, such as data collection techniques and analysis methods. Be sure to mention any limitations to these methods.
* Key Findings: Summarize the most important findings from the evaluation. These may include effectiveness of the project, coherence, efficiency, relevance, and sustainability.
* Key Conclusions: Draw overall conclusions from the key findings, highlighting what worked well and what did not.
* Main Recommendations: Based on the conclusions, provide practical and actionable recommendations for improving the project. Ensure recommendations are not generalizations of a single project to systemic issues. Further, ensure that recommendations are actionable within the context of the specific project under evaluation.

Remember, the executive summary should be concise and clear, and written in such a way that someone unfamiliar with the project or program could understand the main points by just reading the summary. It is also important to use non-technical language as much as possible, so that non-specialists can understand the report.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

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**Key Findings**

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**Key Conclusions**

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**Key Recommendations**

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**Evaluation Rating Table**

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| --- | --- | --- | --- |
| **#** | **Evaluation criteria** | **Mandatory rating** | **Rating** |
| **A** | **Progress to Impact** | **Yes** |  |
| **B** | **Project design** | **Yes** |  |
| 1 | * Overall design | Yes |  |
| 2 | * Project results framework/log frame | Yes |  |
| **C** | **Project performance and progress towards results** | Yes |  |
| 1 | * Relevance | Yes |  |
| 2 | * Coherence | Yes |  |
| 3 | * Effectiveness | Yes |  |
| 4 | * Efficiency | Yes |  |
| 5 | * Sustainability of benefits | Yes |  |
| **D** | **Gender mainstreaming** | Yes |  |
| **E** | **Project implementation management** | Yes |  |
| 1 | * Results-based management (RBM) | Yes |  |
| 2 | * Monitoring and Evaluation, Reporting | Yes |  |
| **F** | **Performance of partners** |  |  |
| 1 | * UNIDO | Yes |  |
| 2 | * National counterparts | Yes |  |
| 3 | * Implementing partner (if applicable) | Yes |  |
| 4 | * Donor | Yes |  |
| **G** | **Environmental and Social Safeguards (ESS), Disability and Human Rights** | Yes |  |
| **1** | * Environmental Safeguards | Yes |  |
| **2** | * Social Safeguards, Disability and Human Rights | Yes |  |
| **H** | **Overall Assessment** | Yes |  |

**Evaluation Rating Scale**

|  |  |  |  |
| --- | --- | --- | --- |
| **Score** | | **Definition** | **Category** |
| 6 | Highly satisfactory | Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets). | SATISFACTORY |
| 5 | Satisfactory | Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets). |
| 4 | Moderately satisfactory | Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets). |
| 3 | Moderately unsatisfactory | Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets). | UNSATISFACTORY |
| 2 | Unsatisfactory | Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets). |
| 1 | Highly unsatisfactory | Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets). |

# Introduction

**INSTRUCTIONS**

The introduction of an independent evaluation report sets the tone for the rest of the document and provides a clear overview of what the reader can expect. The TOR and the updated inception report provide the basis for the content of the introduction. A good introduction should contain:

* Background: Provide an overview of the project that's being evaluated, including its history, objectives, and context. It should also provide information on the stakeholders involved.
* Purpose of the Evaluation: Clearly articulate why the evaluation is being conducted, and who its intended users are. This section should describe what decisions the evaluation is intended to inform and how the findings will be used.
* Evaluation Objectives and Questions: Clearly state the specific questions that the evaluation sought to answer, and the objectives it aimed to fulfil. These should align with the purpose of the evaluation.
* Scope of the Evaluation: Define the extent and limits of the evaluation. This may include the time period, the geographical area, the aspects of the program being evaluated, and the levels of the organization involved. The report should highlight major constraints that had an impact on the evaluation process, i.e. limited budget, limited time and unavailability of some major stakeholders for interviews. This section should further include how these limitations were overcome.
* The Theory of Change: The ToC describes how and why a desired change is expected to happen in a particular context. It outlines the causal linkages – the sequence of expected changes, or outcomes, that lead to the desired ultimate impact – in an initiative or intervention. This includes the identification of preconditions, inputs, activities, outputs, outcomes, and impacts.

By placing the ToC early in the report, readers can better understand the logic of the program and the assumptions that underpin it. This, in turn, will help them better understand the evaluation's findings, conclusions, and recommendations, which are typically structured according to the program's logic as presented in the ToC.

* Methodology Overview: Give a brief summary of the methods used to carry out the evaluation, including the criteria against which the project was evaluated. More detailed description of the methodology will follow in the methods section of the report.

Remember that the introduction should be engaging and informative. It is an opportunity to make a strong first impression and to convince the reader of the evaluation's importance and relevance.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

## Evaluation Purpose

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## Evaluation Objectives and Scope

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## Theory of Change

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**INSTRUCTIONS**

Two examples for graphs of TOC models are offered below: the first one is aligned with the UNIDO integrated results and performance framework (IRPF) (AI/2020/02), the second one with terminology of the GEF. Both could be further enriched with arrows indicating specific pathways and strength of evidence.

## Methodology

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## Limitations

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**Theory of Change**

ISID/SDGs impact

Practice/behaviour change

Assumptions, enablers

Knowledge, attitudes, skills and/or aspirations (KASA) changes

Assumptions, enablers

Engagement/involvement (who)

Reactions/satisfaction

Assumptions, enablers

Deliverables

Assumptions, enablers

Assumptions, enablers

Budget, expertise, etc.

Assumptions, enablers

**Theory of Change**

**ACTIVITIES**

**SHORT TERM**

**OUTCOMES**

**OUTPUTS**

ENABLERS

ASSUMPTIONS

**IMPACT**

**LONG TERM**

**OUTCOME**

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2

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# Project Background and Context

**INSTRUCTIONS**

This section contextualizes the project by providing a brief historical overview of the project and the conditions within which it was conceived and implemented. It may include some of the following components:

* The social, economic, environmental, and political circumstances that gave rise to the need for the project.
* The evolution of the issue over the recent past that the project aims to remedy.
* A short analysis of the internal and external factors contributing to the emergence, persistence and potential perpetuation of the issue.
* The target groups affected by the issue directly and indirectly.
* Stakeholders impacted by the issue as well as those with potential resources to engage in the resolution of the issue at hand.

It should be kept short and concise.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

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## 2.1 Project factsheet

|  |  |
| --- | --- |
| **Project title** |  |
| **UNIDO ID / GEF ID** |  |
| **Country(ies)** |  |
| **Project donor(s)** |  |
| **Project approval date/GEF CEO endorsement date** |  |
| **Planned project start date (as indicated in project document/or GEF CEO endorsement document)** |  |
| **Actual project start date (First PAD issuance date)** |  |
| **Planned project completion date (as indicated in project document/or GEF CEO endorsement document)** |  |
| **Actual project completion date (as indicated in UNIDO ERP system)** |  |
| **Project duration:**  **Planned:**  **Actual:** |  |
| **Implementing agency(ies)** |  |
| **Government coordinating agency** |  |
| **Executing Partners** |  |
| **Donor funding** |  |
| **UNIDO input (in kind, USD)** |  |
| **Co-financing at CEO Endorsement, as applicable** |  |
| **Total project cost (USD), excluding support costs** |  |
| **Gender Marker** |  |
| **Mid-term review date** |  |
| **Planned terminal evaluation date** |  |

# Findings

**INSTRUCTIONS**

This section outlines the main findings of the evaluation using the following criteria as a lens through which different aspects of the project are evaluated:

* Relevance – is the intervention doing the right things?
* Coherence – how well does the intervention fit?
* Effectiveness – is the intervention achieving its objectives?
* Efficiency – how well are resources used?
* Sustainability – will the benefits last?
* Progress to impact – what difference is the intervention making?

The findings are based on the evidence collected and analysed, and they serve as core contributions of the evaluation to enhance organizational knowledge about the project. The findings must be aligned with the provisions agreed and cleared by EIO/IEU in the TOR and the inception report.

In addition, this section assesses the project’s incorporation/consideration of crosscutting issues with a focus on the following:

* Gender mainstreaming
* Environmental impact
* Human rights
* Partnerships

It should be kept short and concise.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

## Project Design

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## Relevance

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## Coherence

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## Effectiveness

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## Efficiency

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## Sustainability

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## Progress to Impact

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## Gender Mainstreaming

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## Environmental Impacts

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## Social Impact

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## Performance of Partners

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## Results-based Management

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## Monitoring & Reporting

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## Project Ratings

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Evaluation criteria** | **Mandatory rating** | **Rating** |
| **A** | **Progress to Impact** | **Yes** |  |
| **B** | **Project design** | **Yes** |  |
| 1 | * Overall design | Yes |  |
| 2 | * Project results framework/log frame | Yes |  |
| **C** | **Project performance and progress towards results** | Yes |  |
| 1 | * Relevance | Yes |  |
| 2 | * Coherence | Yes |  |
| 3 | * Effectiveness | Yes |  |
| 4 | * Efficiency | Yes |  |
| 5 | * Sustainability of benefits | Yes |  |
| **D** | **Gender mainstreaming** | Yes |  |
| **E** | **Project implementation management** | Yes |  |
| 1 | * Results-based management (RBM) | Yes |  |
| 2 | * Monitoring and Evaluation, Reporting | Yes |  |
| **F** | **Performance of partners** |  |  |
| 1 | * UNIDO | Yes |  |
| 2 | * National counterparts | Yes |  |
| 3 | * Implementing partner (if applicable) | Yes |  |
| 4 | * Donor | Yes |  |
| **G** | **Environmental and Social Safeguards (ESS), Disability and Human Rights** | Yes |  |
| **1** | * Environmental Safeguards | Yes |  |
| **2** | * Social Safeguards, Disability and Human Rights | Yes |  |
| **H** | **Overall Assessment** | Yes |  |

Chart 1. Example of chart in line with the UNIDO Corporate Design Manual. Evaluation questions

|  |
| --- |
| **Text** |
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Chart 2. Example of chart in line with the UNIDO Corporate Design Manual.

|  |
| --- |
|  |

Chart 3. Example of Chart in line with the UNIDO Corporate Design Manual

|  |  |
| --- | --- |
|  | Weighted Average |
| 0.77 |
| 1.00 |
| 0.43 |
| 0.54 |
| 0.24 |
| 0.91 |
| 0.76 |
| 0.79 |
| 0.44 |
| 1.06 |
| 0.67 |
| Source: Text | |

Chart 4. Example of Chart in line with UNIDO Corporate Design Manual

|  |
| --- |
|  |
| Source: Text |

# Conclusions and Recommendations

**INSTRUCTIONS**

This section should include:

* Overall conclusions based on the evaluation findings. Conclusions should add value to the findings and draw on data collection and analyses undertaken through a transparent chain of arguments.
* Recommendations should clearly build upon the conclusions, which in turn build upon the findings. The recommendations should be clear, useful, time-bound and actionable, aimed at enhancing the project performance and improving the sustainability of results. Recommendations must not be generalizations of a single project to systemic issues. They must be actionable within the context of the specific project under evaluation. The maximum number of recommendations is 4. They should be ranked by importance.
* Management Response is a crucial part of the response to an independent evaluation report. It lays out how the organization plans to act on the evaluation's recommendations. The key elements of a good management response should include:
* Action Steps: List specific actions to be taken in response to each recommendation. These steps should be detailed, practical, and linked directly to the recommendation.
* Responsible Party: Identify the person, who will be responsible for implementing the response to each recommendation. This ensures accountability in the implementation process.
* Timeline: For each action, provide an estimated completion date. This helps track progress and hold the responsible parties accountable. If an action is ongoing, that should be noted as well.
* Indicators of Success: Define how you will measure the success of each action step. This could include specific targets, outcomes, or key performance indicators.

Remember, there must be a clear link between the findings, the conclusions and the recommendations.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

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## Conclusions

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## Recommendations and Management Response

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| --- | --- | --- | --- | --- |
| **#** | **Recommendation** | **Management Response** | **Responsible entity** | **Target Date** |
|  | Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. | Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. | Function  Organization | DD/MM/YYYY |
| 2. | Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. |  | Function  Organization | DD/MM/YYYY |

# Lessons Learned

**INSTRUCTIONS**

This section should include:

* The most important lessons, especially those with wider applicability. These should be based on findings and evidence presented in the report. Lessons learned should neither be written as a recommendation, nor as an observation or description.
* Lessons learned should flag possible systemic issues that cannot be included under recommendations due to the scope of the evaluation.

Remember that lessons learned should not duplicate the conclusions or recommendations but rather add value by considering potential generalizable implications beyond the scope of the evaluation. This section should fit into **one page**.

See UNIDO [Evaluation Manual](https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf) for further guidance.

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# 6. Annexes

## Annex 1: Evaluation Terms of Reference

## Annex 2: Evaluation Framework / Matrix

## Annex 3: List of Documentation Reviewed

## Annex 4: List of Stakeholders Consulted

|  |  |
| --- | --- |
| Name | Position |
| Text | Text |
|  |  |
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## Annex 5: Project Theory of Change and/or Logframe

**INSTRUCTIONS**

If a ToC and logical framework matrix are available, both should be presented.

For both ensure to mention whether it is the one prepared by project management, or the one (re-)constructed or validated by the evaluation team.

## Annex 6: Primary Data Collection Instruments

## Annex 7: Details on Survey and/or Questionnaire

## Annex 8: Statistical Data from Evaluation Survey and/or Questionnaire Analysis



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