



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

UNIDO Investment and Technology Promotion Office (ITPO) Beijing

UNIDO ID: 190212

10/2024

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

Project title	UNIDO Investment and Technology Promotion Office (ITPO) Beijing
UNIDO ID	190212
Country	China
Project funding partner(s)	China International Center for Economic and Technical Exchanges (CICETE), Ministry of Commerce, Local Government, and UNIDO
Project approval date	
Planned project start date (as indicated in project document)	1 January 2020
Actual project start date (First PAD issuance date)	1 January 2020
Planned project completion date (as indicated in project document)	31 December 2024 (Core and Non-core) 31 December 2024 (Accelerator)
Actual project completion date (as indicated in UNIDO ERP system)	31 December 2024
Project duration (year): Planned: Actual:	5 years
Implementing agency(ies)	United Nations Industrial Development Organization (UNIDO)
Government coordinating agency	China International Center for Economic and Technical Exchanges (CICETE), Ministry of Commerce
Executing Partners	China International Center for Economic and Technical Exchanges (CICETE), Ministry of Commerce
Donor funding	37,500,000 CNY
UNIDO input (in kind, USD)	Provide backstopping, guidance, expertise, administrative support and monitoring; personnel appointment; financial management; provide access to the ITPO Network
Total project cost (USD), excluding support costs	5,197,328.49 USD (Released Budget)
Gender Marker	1 (Limited expected contribution to GE)
Mid-term review date	N/A
Planned terminal evaluation date	Q4 2024

(Source: Project document, UNIDO ERP system)

2. Project context

The ITPO Beijing project is a key initiative aimed at promoting investment and technology transfer between China and developing countries, supporting the broader goal of sustainable and inclusive industrial development. As part of UNIDO's global network of Investment and Technology Promotion Offices (ITPOs), ITPO Beijing plays a crucial role in bridging investment gaps and facilitating the flow of advanced technologies to regions where they are most needed. By aligning with China's 14th Five-Year Plan and UNIDO's mandate for Inclusive and Sustainable Industrial Development (ISID), the project contributes to global development efforts and the achievement of Sustainable Development Goals (SDGs) 8, 9, and 17.

¹ Data to be validated by the Consultant

The project seeks to address the challenges faced by developing countries, particularly in accessing modern technologies and foreign investments that are critical to industrial growth. Through ITPO Beijing, the project offers advisory services, capacity building, and technology transfer opportunities that support small and medium-sized enterprises (SMEs) in China and partner countries. This enables the creation of sustainable industrial projects that can boost productivity, foster innovation, and improve global competitiveness. A significant feature of the project is the establishment of four Regional Coordination Centers (RCCs) in strategically selected cities across China: Xiamen, Zhengzhou, Jinan, and Chengdu. These RCCs will serve as regional hubs to promote investment and technology transfer in key sectors such as green technologies, advanced manufacturing, and digital innovation. By focusing on local strengths and regional economic priorities, the RCCs will play a pivotal role in facilitating cross-border industrial cooperation and enhancing the industrial capacity of both China and developing nations.

In addition to promoting regional investment, ITPO Beijing is also designed to foster South-South and Triangular Cooperation. By leveraging China's expertise in industrial development, the project supports the transfer of knowledge, technology, and investment opportunities to other developing countries, helping them overcome industrial challenges. This cooperation also aligns with China's growing role as a global leader in green technologies and sustainable industrial practices, offering new pathways for countries to achieve environmentally friendly industrial growth. Meanwhile, the ITPO Beijing project is expected to have a transformative impact on sustainable development, both within China and internationally. Through its innovative approach to investment promotion, technology transfer, and global partnerships, the project will contribute to the economic diversification of developing nations, support green industrial transitions, and create opportunities for SMEs. By doing so, the project aligns with global efforts to foster inclusive growth, promote sustainable industrialization, and achieve long-term development goals.

3. Project objective and expected outcomes

3.1 Objective

In line with the provisions of the UNIDO Country Programme in China 2016-2020, the main objective of ITPO Beijing is to contribute to inclusive and sustainable industrial development in less economically advanced areas of China, developing countries and countries with economies in transition. This objective was pursued by identifying and mobilizing investment, technological and financial resources and knowhow, in and outside the People's Republic of China, required for the promotion and implementation of selected inward and outward investment and technology projects. Special attention was given to strengthening capacities of local government institutions and business development organizations to put in place efficient mechanisms and strategies for investment promotion and technology transfer/innovation, based on UNIDO's experience and methodologies. Developing countries benefit from increased investment projects and transfer of sustainable technology from China through private sector cooperation.

3.2 Summary of components:

- 1) Component 1: Establishment of a well-functioning ITPO Beijing
Focuses on the successful establishment of ITPO Beijing, which serves as a hub for promoting investment and technology transfer between China and partner countries.
- 2) Component 2: Provision of advisory services

Providing advisory services on investment promotion and technology transfer opportunities, utilizing case studies and best practices to guide stakeholders in various sectors.

3) Component 3: Capacity building and training

The project will organize targeted training sessions and capacity-building activities to enhance skills in investment promotion and technology transfer, aimed at developing bankable projects.

3.3 Outputs and activities

Expected Outcomes:

- 1) Improvement of inward and outward investment and technology promotion mechanisms in less economically advanced areas of China and developing countries/countries with economies in transition.
- 2) Improvement in investment/technology knowledge and skills of local investment promotion agencies and other relevant organizations in less economically advanced areas of China and developing countries/countries with economies in transition.
- 3) Development of the Strengthening Capacity, Accelerating & Leading the Ecosystem for Upward investment (SCALE-UP), focus on the global industry chain, SMEs, south-south cooperation, green transformation, and digital transformation, facilitate investment and technology cooperation in various sectors, and enhance global institutional partnerships.

The main outputs expected from this project are:

- 1) Inception Phase: A well-functioning Investment and Technology Promotion Office (ITPO) in Beijing, China, is established.
- 2) Advisory services on promotion of investment and technology transfer opportunities, including through the use of case studies are provided.
- 3) Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed.
- 4) High-level dialogues and events on investment promotion and technology transfer organized to foster collaboration among stakeholders and promote knowledge exchange.
- 5) Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted to expand the impact and outreach of the project.
- 6) Network of Regional Coordination Centers (RCCs) operational to promote investment and technology transfer in different regions of China, addressing local development needs.
- 7) Non-core activities of the network of Regional Coordination Centers (RCCs) conducted to enhance their operational effectiveness and promote investment and technology partnerships beyond the core focus areas.
- 8) Project Management and Monitoring.
- 9) Independent terminal evaluation conducted to assess the project's achievements and outcomes, providing lessons learned and recommendations for future initiatives.
- 10) Inception Phase of UNIDO Fourth Industrial Revolution Accelerator (Hangzhou).

4. Project implementation arrangements

The implementation of the ITPO Beijing project involves collaboration between UNIDO and several key stakeholders from both China and the international community. The project is managed under the overall guidance of the Chief of the Division of Investment and Technology Promotion Offices and Institutional Partnerships (GLO/ITP), which both form part of the Directorate of Global Partnerships and External Relations (GLO). The main implementation arrangements include:

Key Stakeholders and Their Roles:

1) **China International Center for Economic and Technical Exchanges (CICETE)**

CICETE acts as the national counterpart for UNIDO in China. It is responsible for providing the necessary funding for the establishment and operation of ITPO Beijing, the Regional Coordination Centers (RCCs), and the Fourth Industrial Revolution (4IR) Accelerator. CICETE coordinates with relevant municipal governments to secure funding for the RCCs and the Accelerator and monitors project activities at the macro level.

2) **UNIDO**

UNIDO, through its Division of Investment and Technology Promotion Offices and Institutional Partnerships (GLO/ITP), provides administrative support, backstopping guidance, and expertise to ITPO Beijing. The head of ITPO Beijing is appointed by the Director General of UNIDO after consultation with the host government. UNIDO also facilitates synergies with other ITPOs globally, ensuring that ITPO Beijing benefits from UNIDO's established tools and methodologies for investment promotion.

3) **Ministry of Commerce (MOFCOM) of China**

As a key government partner, MOFCOM supports the coordination of national and regional activities, ensuring alignment with China's broader industrial and trade policies. Other Chinese governmental bodies, such as the National Development and Reform Commission, also play a supportive role.

4) **Local Governments**

Local governments in the cities hosting RCCs (Xiamen, Zhengzhou, Jinan, Chengdu) are responsible for facilitating the operationalization of these centers by providing technical and financial resources. They work closely with ITPO Beijing to identify regional investment opportunities and foster technology transfer initiatives.

5) **Private Sector and Research Institutions**

The private sector, including SMEs and large enterprises in China and developing countries, as well as research institutions, play an essential role in providing investment projects and technological innovations. ITPO Beijing facilitates collaboration between these actors to promote sustainable industrial development.

Project Management Structure

The management structure of the project includes several layers to ensure smooth coordination and execution:

- 1) **ITPO Beijing:** Led by the Head of ITPO Beijing, who oversees the day-to-day operations of the office and the attached RCCs and Accelerator. The Head also ensures that the project is aligned with UNIDO's and China's priorities for sustainable industrial development.
- 2) **Regional Coordination Centers (RCCs):** The RCCs operate as regional hubs to promote investment and technology transfer. They work in collaboration with local governments, businesses, and research institutions to address specific regional needs.
- 3) **4IR Accelerator:** The Accelerator focuses on digital and green transformations by conducting business match-making, providing training and support for adopting advanced technologies such as renewable energy solutions.

5. Budget information

Table 1: UNIDO budget allocation at approval and expenditure

The project follows the results-based management budget structure. In order to be able to respond to changing conditions and so as to ensure swift implementation, UNIDO may make budgetary adjustments, not foreseen in the project document, according to its rules and regulations: UNIDO informs the donor about changes between budget components in case that shifts between outputs greater than 15 per cent become necessary. UNIDO would submit a revised budget for approval by the donor, showing and explaining the required changes. Changes between budgetary components are not to affect the total budget made available for the project.

ITPO Beijing, SAP 190212 budget 2020-2024 (Grant 2000004283)						Expenditures (USD)					Funds Available (USD)	Total Released Funds (USD)	Unreleased Funds (USD) 2024	Estimated Equivalent of Received Contributions (CNY)	Total Budget (CNY)	
Grant	Fund	Sponsored Program	Sponsored Class	Description	2020	2021	2022	2023	2024.9.25							
Output 1: Inception Phase: A well-functioning investment and technology promotion office (ITPO) in Beijing, China, is established.																
2000004283	1000/TN	190212-1-01-01	1500	Local Travel	25,972.21	(451.65)		-				-			-	200,000.00
2000004283	1000/TN	190212-1-01-01	1700	Nat.Consult./Staff	18,700.17										-	300,000.00
2000004283	1000/TN	190212-1-01-01	4500	Equipment											-	60,000.00
2000004283	1000/TN	190212-1-01-01	5100	Other Direct Costs	1,364.91	(615.97)	390.29	-							-	60,000.00
2000004283	1000/TN	190212-1-01-01	Result		46,037.29	(1,067.62)	390.29	-							-	620,000.00
Output 2: Advisory services on the promotion of investment and technology transfer opportunities, including through the use of case studies are provided.																
2000004283	1000/TN	190212-1-01-02	1500	Local Travel				17,366.80	22,288.65		1,479.55	41,135.00	30,000.00		291,976.23	500,000.00
2000004283	1000/TN	190212-1-01-02	1600	Staff Travel				36.01	42.69		21.30	100.00	0.00		709.80	
2000004283	1000/TN	190212-1-01-02	1700	Nat.Consult./Staff			26,870.10	17,863.13	26,824.07		16,277.70	87,835.00	90,000.00		623,452.83	1,250,000.00
2000004283	1000/TN	190212-1-01-02	3000	Train/Fellowship/Study					25,386.95		1,313.05	26,700.00	80,000.00		189,516.60	750,000.00
2000004283	1000/TN	190212-1-01-02	5100	Other Direct Costs			83.01	6,987.10	19,952.66		3,483.23	30,506.00	20,000.00		216,531.59	355,000.00
2000004283	1000/TN	190212-1-01-02	Result		-	-	26,953.11	42,253.04	94,495.02		22,574.83	186,276.00	220,000.00		1,322,187.05	2,855,000.00
Output 3: Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed.																
2000004283	1000/TN	190212-1-01-03	1500	Local Travel				95,505.10	34,966.89		11,228.01	141,700.00	12,000.00		1,005,786.60	750,000.00
2000004283	1000/TN	190212-1-01-03	1600	Staff Travel				468.61	23.66		476.34	968.61	131.39		6,875.19	
2000004283	1000/TN	190212-1-01-03	1700	Nat.Consult./Staff			26,870.12	22,327.62	31,885.30		36,751.96	117,835.00	0.00		836,392.83	1,250,000.00
2000004283	1000/TN	190212-1-01-03	3000	Train/Fellowship/Study				83,266.45	17,254.74		5,478.81	106,000.00	0.00		752,388.00	750,000.00
2000004283	1000/TN	190212-1-01-03	4500	Equipment											-	
2000004283	1000/TN	190212-1-01-03	5100	Other Direct Costs			(81.13)	6,349.77	28,345.60		16,220.76	50,835.00	33,000.00		360,826.83	500,000.00
2000004283	1000/TN	190212-1-01-03	Result		-	-	26,788.99	207,917.55	112,476.19		70,155.88	417,338.61	45,131.39		2,962,269.45	3,250,000.00
Output 4: High-level dialogues and events on investment promotion and technology transfer organized.																
2000004283	1000/TN	190212-1-01-04	1500	Local Travel			13,979.95	55,266.24	4,431.48		3,682.33	77,360.00	31,340.00		549,101.28	750,000.00
2000004283	1000/TN	190212-1-01-04	1600	Staff Travel				72.10			800.00	872.10	127.90		6,190.17	
2000004283	1000/TN	190212-1-01-04	3000	Train/Fellowship/Study				36,281.31	64.72		5,013.97	41,360.00	46,340.00		293,573.28	750,000.00
2000004283	1000/TN	190212-1-01-04	4300	Premises			4.23				0.00				30.02	
2000004283	1000/TN	190212-1-01-04	4500	Equipment				17,736.29	3,731.42		1,296.29	22,764.00	12,402.00		161,578.87	205,000.00
2000004283	1000/TN	190212-1-01-04	5100	Other Direct Costs			24,469.50	22,213.39	6,871.10		7,974.01	61,528.00	5,382.00		436,725.74	400,000.00
2000004283	1000/TN	190212-1-01-04	Result		-	-	38,453.68	131,569.33	15,098.72		18,766.60	203,888.33	95,591.90		1,447,199.37	2,105,000.00
Output 5: Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese institutions conducted.																
2000004283	1000/TN	190212-1-01-05	1500	Local Travel	13,926.65	8,411.08	(20.54)	9,158.31	3,403.84		2,028.66	36,908.00	34,227.00		281,972.98	500,000.00
2000004283	1000/TN	190212-1-01-05	1600	Staff Travel		18.67		140.56	23.66		8,269.11	8,452.00	27,113.00		59,992.30	250,000.00
2000004283	1000/TN	190212-1-01-05	1700	Nat.Consult./Staff								0.00			-	
2000004283	1000/TN	190212-1-01-05	3500	International Meetings								0.00			-	
2000004283	1000/TN	190212-1-01-05	4500	Equipment								0.00			-	
2000004283	1000/TN	190212-1-01-05	5100	Other Direct Costs	106.35	2,523.93	10,686.41	3,415.01	9,354.94		893.36	26,980.00	6,745.00		191,504.04	237,062.00
2000004283	1000/TN	190212-1-01-05	Result		14,033.00	10,953.68	10,665.87	12,713.88	12,782.44		11,191.13	72,340.00	68,085.00		513,469.32	987,062.00
Output 6: Network of Regional Coordination Centers (RCCs) operational.																
2000004283	1000/TN	190212-1-01-06	1500	Local Travel	5,169.11	8,182.22	15,110.41	59,595.02	39,891.39		2,751.85	130,700.00	0.00		927,708.60	750,000.00
2000004283	1000/TN	190212-1-01-06	1600	Staff Travel		18.67	(18.67)	108.07	4.75		87.18	200.00	0.00		1,419.60	
2000004283	1000/TN	190212-1-01-06	1700	Nat.Consult./Staff	46,630.82	72,841.70	173,161.24	207,932.08			13,974.27	514,540.11	0.00		3,652,205.70	3,850,000.00
2000004283	1000/TN	190212-1-01-06	3500	International Meetings			25,775.34	94,535.36	56,702.30		797.70	177,810.70	0.00		1,262,100.35	1,250,000.00
2000004283	1000/TN	190212-1-01-06	4300	Premises			(3.64)				0.00				(25.84)	
2000004283	1000/TN	190212-1-01-06	4500	Equipment		3,421.94	7,726.29	45,195.36	7,682.04		2,717.96	66,743.59	0.00		473,746.00	500,000.00
2000004283	1000/TN	190212-1-01-06	5100	Other Direct Costs		4,838.13	59,976.44	165,049.69	67,564.09		4,735.91	302,164.26	0.00		2,144,761.92	2,000,000.00
2000004283	1000/TN	190212-1-01-06	Result		5,169.11	63,091.78	181,407.87	537,644.74	379,776.65		25,064.87	1,192,155.02	-		8,461,916.33	8,350,000.00
Project Management and Monitoring																
2000004283	1000/TN	190212-1-51-01	1100	Staff & Intern Consultants	201,763.30	245,925.33	252,963.12	253,772.82	177,860.79		194,683.73	1,326,969.09	82,287.03		9,418,826.60	9,901,120.00
2000004283	1000/TN	190212-1-51-01	1500	Local Travel		17,216.96	(1,141.12)	1,124.94	40,268.08		49,231.14	106,700.00	0.00		757,356.60	750,000.00
2000004283	1000/TN	190212-1-51-01	1600	Staff Travel		76.86		7,053.77	23.66		45,350.71	52,505.00	0.00		372,680.49	400,000.00
2000004283	1000/TN	190212-1-51-01	1700	Nat.Consult./Staff	0.94	37,126.13	40,260.05	33,356.18	92,786.29		15,645.41	219,175.00	0.00		1,555,704.15	1,400,000.00
2000004283	1000/TN	190212-1-51-01	2100	Contractual Services		4,227.97	2,763.41	24.85	1,392.28		156.49	8,565.00	0.00		60,794.37	250,000.00
2000004283	1000/TN	190212-1-51-01	3500	International Meetings			32.32				0.00	32.32			229.41	
2000004283	1000/TN	190212-1-51-01	4300	Premises			121.97				0.00	121.97			865.74	
2000004283	1000/TN	190212-1-51-01	4500	Equipment		1,295.07	2,259.59	15,451.03	5,858.85		3,590.46	28,455.00	0.00		201,973.59	200,000.00
2000004283	1000/TN	190212-1-51-01	5100	Other Direct Costs	4,275.84	22,458.55	31,751.10	14,427.03	73,733.72		4,145.42	150,791.66	4,940.71		1,070,319.20	840,909.00
2000004283	1000/TN	190212-1-51-01	Result		206,040.08	328,326.87	329,010.44	325,210.62	391,923.67		312,803.36	1,893,315.04	87,227.74		13,438,750.15	13,742,029.00
GRAND TOTAL, CNY Contribution					271,279.48	401,304.71	613,670.25	1,257,309.16	1,006,552.69		460,556.67	3,965,313.00		516,036.03	28,145,791.67	31,909,091.00

UN Rate of Exchange for 09/2024, USD 1 = CNY 7.0980; Grant 2000004283 funds from Jinan, Xiamen, Chengdu and part of Zhengzhou. Data in the above table as of September 25, 2024.

ITPO Beijing, SAP 190212 budget 2020-2024 (Grant 2000004674 for part of Zhengzhou contributions)					Expenditures (USD)					Funds Available (USD)	Total Released Funds (USD)	Unreleased Funds (USD)	Estimated Equivalent of Received Contributions (CNY)	Total Budget (CNY)
Grant	Fund	Sponsored Program	Sponsored Cl	Description	2020	2021	2022	2023	2024.9.25			2024		
Output 7. Non-core activities of the network of Regional Coordination Centers (RCCs) conducted.														
2000004674	1000/TN	190212-1-01-07	1500	Local Travel	-	-	-	-	19,433.11	36,614.41	56,047.52	0.01	397,825.30	450,000.00
2000004674	1000/TN	190212-1-01-07	1600	Staff Travel	-	-	-	-		9,341.24	9,341.24	0.01	66,304.12	75,000.00
2000004674	1000/TN	190212-1-01-07	1700	Nat.Consult./Staff	-	-	-	-	26,020.89	183,596.86	209,617.75	0.01	1,487,866.79	1,683,000.00
2000004674	1000/TN	190212-1-01-07	3500	International Meetings	-	-	-	-	24,373.69	40,186.42	65,388.71	0.00	464,129.06	525,000.00
2000004674	1000/TN	190212-1-01-07	4500	Equipment	-	-	-	-	3,653.76	22,501.74	26,155.50	0.01	185,651.74	210,000.00
2000004674	1000/TN	190212-1-01-07	5100	Other Direct Costs	-	-	-	-	21,799.82	5,351.46	27,151.28	25,238.96	192,719.79	420,636.00
2000004674	1000/TN	190212-1-01-07	Result		-	-	-	-	95,281.27	297,592.13	393,702.00	25,239.00	2,794,496.80	3,363,636.00

UN Rate of Exchange for 09/2024, USD 1 = CNY 7.0980; Data in the above table as of September 25, 2024.

ITPO Beijing, SAP 190212 budget 2024 (New Grant for Hangzhou contributions)					Expenditures (USD)	Funds Available (USD)	Total Released Funds (USD)	Unreleased Funds (USD)	Estimated Equivalent of Received Contributions (CNY)	Total Budget (CNY)
Grant	Fund	Sponsored Program	Sponsored Cl	Description	2024.9.25			2024		
Output 8: Develop UNIDO's Fourth Industrial Revolution Accelerator * **										
2000005244	1000/TN	190212-1-01-08	1100	Staff & Intern Consultants		0.00	0.00	0.00	-	708,061.00
2000005244	1000/TN	190212-1-01-08	1101	Technical Services		5,833.77	5,833.77	0.00	41,408.10	41,939.00
2000005244	1000/TN	190212-1-01-08	1500	Local Travel	43,427.72	51,231.97	94,659.69	0.00	671,894.48	490,000.00
2000005244	1000/TN	190212-1-01-08	1600	Staff Travel		13,910.14	13,910.14	0.00	98,734.17	100,000.00
2000005244	1000/TN	190212-1-01-08	1700	Nat.Consult./Staff	24,904.38	31,351.84	56,256.22	0.00	399,306.65	160,000.00
2000005244	1000/TN	190212-1-01-08	1701	Technical/Admin Support		5,564.06	5,564.06	0.00	39,493.70	40,000.00
2000005244	1000/TN	190212-1-01-03	3000	Train/Fellowship/Study	8,050.01	5,860.13	13,910.14	0.00	98,734.17	100,000.00
2000005244	1000/TN	190212-1-01-08	3500	International Meetings	23,927.49	3,892.79	27,820.28	0.00	197,468.35	200,000.00
2000005244	1000/TN	190212-1-01-08	4300	Premises	6,482.64	472.43	6,955.07	0.00	49,367.09	50,000.00
2000005244	1000/TN	190212-1-01-08	4500	Equipment	98,684.76	26,232.24	126,673.40	0.00	899,127.79	800,000.00
2000005244	1000/TN	190212-1-01-08	5100	Other Direct Costs	71,452.91	4,137.81	77,734.75	0.00	551,761.26	396,364.00
2000005244	1000/TN	190212-1-01-08	Result		276,929.91	148,487.18	429,317.52	0.00	3,047,295.76	3,086,364.00

UN Rate of Exchange for 09/2024, USD 1 = CNY 7.0980; Data in the above table as of September 25, 2024.

* An Inception Phase of Accelerator, under a separate Grant under ITPO Beijing project SAP 190212.

** This project document only includes the Accelerator Inception Phase which is valid from January 29, 2024 to 31 December 2024. The foreseen implementation of the Accelerator beyond 2024 will be supported by a new and separate project document.

ITPO Beijing, SAP 190212 budget 2020-2024 (Grant 2000004282) USD					Expenditures (USD)					Funds Available	Total Released Funds	Unreleased Funds(USD)	Total Budget
Grant	Fund	Sponsored Program	Sponsored Class	Description	2020	2021	2022	2023	2024.09.25	(USD)	(USD)	2024	(USD)
Output 5: Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted.													
2000004282	1000/TF	190212-1-01-05	1100	Staff & Intern Consultants						0.00	0.00		97,200
2000004282	1000/TF	190212-1-01-05	1500	Local Travel					43,428.59	78,725.75	122,154.34		25,000
2000004282	1000/TF	190212-1-01-05	1600	Staff Travel					3,637.47	21,362.53	25,000.00		25,000
2000004282	1000/TF	190212-1-01-05	4500	Equipment		7.89	0.00	22.83	22.47	0.36	22.83		
2000004282	1000/TF	190212-1-01-05	5100	Other Direct Costs		5.00	-5.00	0.00		0.00			-
2000004282	1000/TF	190212-1-01-05	Result		-	12.89	(5.00)	22.83	47,088.53	100,088.64	147,177.17	-	147,200.00
Project Management and Monitoring													
2000004282	1000/TF	190212-1-51-01	1100	Staff & Intern Consultants						0.00	0.00		97,200.00
2000004282	1000/TF	190212-1-51-01	1500	Local Travel					3,319.00	51,681.00	55,000.00		25,000.00
2000004282	1000/TF	190212-1-51-01	1600	Staff Travel				19,464.09	5.93	15,529.98	15,535.91		35,000.00
2000004282	1000/TF	190212-1-51-01	3500	International Meetings				214.02		36,940.32	36,940.32		
2000004282	1000/TF	190212-1-51-01	4500	Equipment				22.83	913.41	19,109.41	20,022.82		
2000004282	1000/TF	190212-1-51-01	5100	Other Direct Costs			15.00	2,879.73	17,945.52	3,387.87	21,333.39		14,236
2000004282	1000/TF	190212-1-51-01	Result		-	-	15.00	22,580.67	22,183.86	126,648.58	148,832.44	-	171,436.00
Independent terminal evaluation													
2000004282	1000/TF	190212-1-53-01	1100	Staff & Intern Consultants						20,000.00	20,000.00		20,000
2000004282	1000/TF	190212-1-53-01	1500	Local Travel						10,000.00	10,000.00		10,000
2000004282	1000/TF	190212-1-53-01	1700	Nat. Consult./Staff						15,000.00	15,000.00		15,000
2000004282	1000/TF	190212-1-53-01	Result		-	-	-	-		45,000.00	45,000.00	-	45,000.00
USD sub-total net of Programme Support Cost (IDF CICETE)					-	12.89	10.00	22,603.50	69,272.39	271,737.22	341,009.61	-	363,636.00

Result no./ Budget line	Result/ Items by budget line	Allocation (at approval) in (CNY)							Total expenditure (at completion)	
		2020	2021	2022	2023	2024	Total			
							(CNY)	%	(CNY)	%
Grant 2000004283										
	Output 1. Inception Phase: A well-functioning Investment and Technology Promotion Office (ITPO) in Beijing, China, is established. (190212-1-01-01)	620,000	-	-	-	-	620,000	100.00%	321,965	100.00%
1500	Local travel	200,000	-	-	-	-	200,000	32.26%	181,145	56.26%
1700	Nat. Consult./Staff	300,000	-	-	-	-	300,000	48.39%	132,734	41.23%
4500	Equipment	60,000	-	-	-	-			-	0.00%
5100	Other Direct Costs	60,000	-	-	-	-	60,000	9.68%	8,086	2.51%
	Output 2. Advisory services on promotion of investment and technology transfer opportunities, including through the use of case studies are provided. (190212-1-01-02)	570,000	570,000	570,000	570,000	570,000	2,850,000	100.00%	1,161,392	100.00%
1500	Local Travel	100,000	100,000	100,000	100,000	100,000	500,000	17.54%	281,474	24.24%
1700	Nat.Consult./Staff	250,000	250,000	250,000	250,000	250,000	1,250,000	43.86%	507,914	43.73%

3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	26.32%	180,197	15.52%
5100	Other Direct Costs	70,000	70,000	70,000	70,000	70,000	350,000	12.28%	191,808	16.52%
Output 3. Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed. (190212-1-01-03)		650,000	650,000	650,000	650,000	650,000	3,250,000	100.00%	2,460,809	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	23.08%	926,090	37.63%
1700	Nat.Consult./Staff	250,000	250,000	250,000	250,000	250,000	1,250,000	38.46%	575,527	23.39%
3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	23.08%	713,499	28.99%
5100	Other Direct Costs	100,000	100,000	100,000	100,000	100,000	500,000	15.38%	245,692	9.98%
Output 4. High-level dialogues and events on investment promotion and technology transfer organized. (190212-1-01-04)		420,000	420,000	420,000	420,000	425,000	2,105,000	100.00%	1,313,452	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	35.63%	522,964	39.82%
3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	35.63%	257,984	19.64%
4500	Equipment	40,000	40,000	40,000	40,000	45,000	205,000	9.74%	152,378	11.60%
5100	Other Direct Costs	80,000	80,000	80,000	80,000	80,000	400,000	19.00%	380,126	28.94%

Output 5. Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted. (190212-1-01-05)		197,412	197,412	197,412	197,412	197,412	987,060	100.00%	434,035	100.00%
1500	Local Travel	100,000	100,000	100,000	100,000	100,000	500,000	50.66%	247,574	57.04%
1600	Staff Travel	50,000	50,000	50,000	50,000	50,000	250,000	25.33%	1,298	0.30%
5100	Other Direct Costs	47,412	47,412	47,412	47,412	47,412	237,060	24.02%	185,163	42.66%
Output 6. Network of Regional Coordination Centers (RCCs) operational. (190212-1-01-06)		1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	8,350,000	100.00%	8,283,231	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	8.98%	908,176	10.96%
1700	Nat.Consult./Staff	770,000	770,000	770,000	770,000	770,000	3,850,000	46.11%	3,553,016	42.89%
3500	International Meetings	250,000	250,000	250,000	250,000	250,000	1,250,000	14.97%	1,256,438	15.17%
4500	Equipment	100,000	100,000	100,000	100,000	100,000	500,000	5.99%	454,454	5.49%
5100	Other Direct Costs	400,000	400,000	400,000	400,000	400,000	2,000,000	23.95%	2,111,146	25.49%
Output 8. Project Management and Monitoring (190212-1-51-01)		2,730,224	2,730,224	2,730,224	2,730,224	2,730,224	13,651,120	100.00%	11,217,377	100.00%
1100	Staff & Intern Consultants	1,980,224	1,980,224	1,980,224	1,980,224	1,980,224	9,901,120	72.53%	8,036,961	71.65%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	5.49%	407,914	3.64%

1600	Staff Travel	80,000	80,000	80,000	80,000	80,000	400,000	2.93%	50,781	0.45%
1700	Nat.Consult./Staff	280,000	280,000	280,000	280,000	280,000	1,400,000	10.26%	1,444,653	12.88%
2100	Contractual Services	50,000	50,000	50,000	50,000	50,000	250,000	1.83%	59,684	0.53%
4500	Equipment	40,000	40,000	40,000	40,000	40,000	200,000	1.47%	176,489	1.57%
5100	Other Direct Costs	150,000	150,000	150,000	150,000	150,000	750,000	5.49%	1,040,895	9.28%
Grant 2000004674										
Output 7. Non-core activities of the network of Regional Coordination Centers (RCCs) conducted. (190212-1-01-07)		-	-	-	-	3,363,636	3,363,636	100.00%	676,306	100.00%
1500	Local Travel	-	-	-	-	450,000	450,000	13.38%	137,936	20.40%
1600	Staff Travel	-	-	-	-	75,000	75,000	2.23%	-	0.00%
1700	Nat.Consult./Staff	-	-	-	-	1,683,000	1,683,000	50.04%	184,696	27.31%
3500	International Meetings	-	-	-	-	525,000	525,000	15.61%	173,004	25.58%
4500	Equipment	-	-	-	-	210,000	210,000	6.24%	25,934	3.83%
5100	Other Direct Costs	-	-	-	-	420,636	420,636	12.51%	154,735	22.88%
Grant 2000005244										
Output 10. Inception Phase of UNIDO Fourth Industrial		-	-	-	-	3,086,364	3,086,364	100.00%	1,965,649	100.00%

Revolution Accelerator (Hangzhou) (190212-1-01-08)										
1100	Staff & Intern Consultants	-	-	-	-	708,061	708,061	22.94%	-	0.00%
1101	Technical Services	-	-	-	-	41,939	41,939	1.36%	-	0.00%
1500	Local Travel	-	-	-	-	490,000	490,000	15.88%	308,250	15.68%
1600	Staff Travel	-	-	-	-	100,000	100,000	3.24%	-	0.00%
1700	Nat.Consult./Staff	-	-	-	-	160,000	160,000	5.18%	176,771	8.99%
1701	Tech/Admin Support	-	-	-	-	40,000	40,000	1.30%	-	0.00%
3000	Train/Fellowship/Study	-	-	-	-	100,000	100,000	3.24%	57,139	2.91%
3500	International Meetings	-	-	-	-	200,000	200,000	6.48%	169,837	8.64%
4300	Premises	-	-	-	-	50,000	50,000	1.62%	46,014	2.34%
4500	Equipment	-	-	-	-	800,000	800,000	25.92%	700,464	35.64%
5100	Other Direct Costs	-	-	-	-	396,364	396,364	12.84%	507,173	25.80%
Grant 2000004282										
Output 5. Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted. (190212-1-01-05)		29,440	29,440	29,440	29,440	29,440	147,200		277,744	100.00%

1100	Staff & Intern Consultants	19,440	19,440	19,440	19,440	19,440	97,200		-	0.00%
1500	Local Travel	5,000	5,000	5,000	5,000	5,000	25,000		262,844	94.64%
1600	Staff Travel	5,000	5,000	5,000	5,000	5,000	25,000		14,523	5.23%
4500	Equipment	-	-	-	-	-	-		378	0.14%
5100	Other Direct Costs	-	-	-	-	-	-		-	0.00%
Output 8. Project Management and Monitoring (190212-1-51-01)		34,287	34,287	34,287	34,287	34,287	171,435	100.00%	316,326	100.00%
1100	Staff & Intern Consultants	19,440	19,440	19,440	19,440	19,440	97,200	56.70%	-	0.00%
1500	Local Travel	5,000	5,000	5,000	5,000	5,000	25,000	14.58%	23,558	7.45%
1600	Staff Travel	7,000	7,000	7,000	7,000	7,000	35,000	20.42%	138,198	43.69%
4500	Equipment	-	-	-	-	-	-		6,645	2.10%
5100	Other Direct Costs	2,847	2,847	2,847	2,847	2,847	14,235	8.30%	147,924	46.76%
Output 9: Independent terminal evaluation (190212-1-53-01)		-	-	-	-	45,000	45,000	100.00%	-	-
1100	Staff & Intern Consultants	-	-	-	-	20,000	20,000	44.44%	-	-
1500	Local Travel	-	-	-	-	10,000	10,000	22.22%	-	-
1700	Nat.Consult./Staff	-	-	-	-	15,000	15,000	33.33%	-	-

Source: Project document and UNIDO Project Management ERP database as of [25/09/2024]; UN Rate of Exchange for 09/2024, USD 1 = CNY 7.0980

Table 3. UNIDO budget allocation and expenditure by budget line (in EUR/%)

Budget line	Items by budget line	Total expenditure		Total released budget	
		(as of 2024.9.25)		(as of 2024.9.25)	
		(EUR)	%	(EUR)	%
Grant 2000004283					
1100	Staff & Intern Consultants	1,266,538	31.89%	1,484,305	33.09%
1500	Local travel	547,676	13.79%	626,425	13.96%
1600	Staff travel	9,053	0.23%	70,579	1.57%
1700	Nat. Consult./Staff	979,235	24.66%	1,071,684	23.89%
2100	Contractual Services	9,405	0.24%	9,581	0.21%
3000	Train/Fellowship/Study	181,492	4.57%	194,698	4.34%
3500	International meetings	198,037	4.99%	198,930	4.43%
4300	Premises	137	0.00%	137	0.00%
4500	Equipment	123,443	3.11%	131,949	2.94%
5100	Other Direct Costs	656,031	16.52%	697,924	15.56%
<i>PSC</i>	<i>Project Support Cost</i>	501,420			

Total		3,971,047	100.00%	4,486,211	100.00%
Grant 2000004674					
1500	Local travel	21,737	13.62%	62,693	14.24%
1600	Staff travel	-	0.00%	10,449	2.37%
1700	Nat. Consult./Staff	29,106	18.24%	234,472	53.24%
3500	International meetings	27,264	17.08%	73,142	16.61%
4500	Equipment	4,087	2.56%	29,257	6.64%
5100	Other Direct Costs	24,385	15.28%	30,371	6.90%
PSC	<i>Project Support Cost</i>	53,007			
Total		106,579	66.78%	440,383	100.00%
Grant 2000005244					
1100	Staff & Intern Consultants	-	0.00%	-	0.00%
1101	Technical Services	-	0.00%	6,525	1.36%
1500	Local Travel	48,577	15.68%	105,883	22.05%
1600	Staff Travel	-	0.00%	15,559	3.24%
1700	Nat.Consult./Staff	27,857	8.99%	62,926	13.10%
1701	Tech/Admin Support	-	0.00%	6,224	1.30%
3000	Train/Fellowship/Study	9,004	2.91%	15,559	3.24%

3500	International Meetings	26,765	8.64%	31,119	6.48%
4300	Premises	7,251	2.34%	7,780	1.62%
4500	Equipment	110,386	35.64%	141,693	29.51%
5100	Other Direct Costs	79,925	25.80%	86,952	18.11%
<i>PSC</i>	<i>Project Support Cost</i>	48,638			
Total		309,765	100.00%	480,221	100.00%
Grant 2000004282					
1100	Staff & Intern Consultants	-	0.00%	22,371	5.50%
1500	Local Travel	45,134	48.09%	209,345	51.47%
1600	Staff Travel	24,067	25.64%	67,114	16.50%
1700	Nat.Consult./Staff	-	0.00%	16,779	4.13%
3500	International Meetings	239	0.26%	41,560	10.22%
4500	Equipment	1,107	1.18%	22,482	5.53%
5100	Other Direct Costs	23,311	24.84%	27,101	6.66%
<i>PSC</i>	<i>Project Support Cost</i>	57,305			
Total		93,858	100.00%	406,752	100.00%

Source: Project document and UNIDO Project Management ERP database as of [25/09/2024]; UN Rate of Exchange for 10/2024, 1 US\$ (USD) = 0.8940 Euro (EUR)

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve the performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 01/2020 to the estimated completion date in 12/2024

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons, and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted following the UNIDO Evaluation Policy², the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle³, and the UNIDO [Evaluation Manual](#).

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁴ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

The following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, technical reports, back-to-office mission report(s), end-of-contract report(s), and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and

² UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

³ 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).

⁴ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- Representatives of funding partners, counterparts, final beneficiaries, and other stakeholders.
- (c) **Field visit** to project sites in China.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance:** Is the intervention doing the right thing? To what extent do the objectives of ITPO Beijing contribute to inclusive and sustainable industrial development in less economically advanced areas of China, developing countries and countries with economies in transition respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence:** How well does the intervention fit? How compatible is the ITPO Beijing project with other interventions in the country, sector, or institution? To what extent does the project align with China's national policies on industrial development, investment promotion, and sustainable technology transfer, as well as international frameworks like South-South cooperation and UNIDO's global industrial development agenda?
- 3) **Effectiveness:** Is the project achieving its objectives? To what extent has the ITPO Beijing project successfully promoted investment and technology transfer, established Regional Coordination Centers (RCCs), and fostered partnerships between China and developing countries? How effectively has the project achieved its outcomes, such as capacity building and technology diffusion?
- 4) **Efficiency:** How well are resources being used? Has the ITPO Beijing project delivered its planned outputs such as the establishment of RCCs, advisory services, and the Fourth Industrial Revolution Accelerator on time and within budget? Are resources being utilized optimally to maximize investment promotion and technology transfer?
- 5) **Impact:** What difference does the intervention make? To what extent has the ITPO Beijing project generated significant positive or negative, intended or unintended, higher-level effects? Has the project led to transformative changes in investment flows, technology adoption, and industrial development in both China and partner countries? How has the project contributed to the achievement of SDGs, particularly SDG 8 (economic growth), SDG 9 (industry, innovation, and infrastructure), and SDG 17 (partnerships)?
- 6) **Sustainability:** Will the benefits last? To what extent will the benefits of ITPO Beijing's activities such as capacity building, institutional strengthening, and established partnerships continue beyond the project's duration? How robust are the mechanisms for ensuring the long-term sustainability of investment promotion and technology transfer, particularly in less economically advanced regions and developing countries?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of the UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	<u>Evaluation criteria</u>	<u>Mandatory rating</u>
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)⁵, Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability, and Human Rights	Yes
H	Overall Assessment	Yes

The terminal evaluation will assess the following topics, for which **ratings are not required**:

- a. **Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts, or risks.
- b. **Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.

⁵ Appropriate environmental and social safeguards were addressed in the project’s design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](#);

1. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses an ordinal six-point rating system, where highly satisfactory is the highest score (6) and highly unsatisfactory is the lowest (1) as per the table below.

Table 6. Project rating criteria

Score		Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
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	The level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
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).

IV. EVALUATION PROCESS

The evaluation will be conducted from 10/2024 to 01/2025. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey, and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing, and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with a management response sheet, and publication of the final evaluation report on the UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from 10/2024 to 01/2025. The evaluation field mission is tentatively planned for 11/2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language, and submit the final version of the TE report following UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
Oct 2024	Desk review and writing of inception report
Late Oct 2024	Online briefing with the UNIDO project manager and the project team
Nov-Dec 2024	Field visits
Jan 2025	Online debriefing. Preparation of first draft evaluation report
Jan 2025	Dissemination of the report by UNIDO's Independent Evaluation Unit and stakeholder comments to draft evaluation report
Feb 2025	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of two national evaluation consultants, with one acting as a team leader. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards, and gender. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

According to the UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in China will support the evaluation team.

An evaluation manager from the UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short

inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable⁶.

Evaluation report format and review procedures

The draft report will be delivered to the UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterward.

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, the places visited, who was involved, and be presented in a way that makes the information accessible and comprehensible. The report should include 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 shall be written in English and follow the outline given by the UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Unit. Quality assurance and control are 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 UNIDO’s Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO’s Independent Evaluation Unit 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. The draft and final evaluation

⁶ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Independent Evaluation Unit.

report are reviewed by the UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Results					
Outcome	Output	Activity	Indicators	Means of Verification	Assumptions
Development Goal/Impact: Inward and outward investment and technology promotion activities in China will be more rationalized and efficient and designed to encompass developing countries and economies in transition:			<ul style="list-style-type: none"> - # of companies utilizing services of assisted intermediary providers - # of investment and/technology transfer opportunities created 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website 	
Outcome 1: Inward and outward investment and technology promotion mechanisms in China and developing countries/countries with economies in transition are improved;			<ul style="list-style-type: none"> - # of investment projects concluded - # of investment projects operational - Value of investment generated in projects implemented and in operation - # of additional jobs created (sex-disaggregated data) - # of technologies transferred - # % of promoted technologies actually transferred - volume of investment in the transferred technology mobilized - the extent to which mechanisms are adopted for technologies 	<ul style="list-style-type: none"> - ITPO monitoring system - Company survey 	<ul style="list-style-type: none"> - Government commitment and support is provided - Chinese private sector's interest in engaging in business in developing countries - Developing countries/economies in transition are open to engage with Chinese investors and technology providers - Some level of political and economic stability in target country

<p>Outcome 2: Investment/technology knowledge and skills of local investment promotion agencies and other relevant organizations in China and developing countries/countries with economies in transition are improved.</p>	<p>-# of supported institutions reporting change in business, in terms of:</p> <ul style="list-style-type: none"> -adopted new management practices -adopted new investment promotion practices -adopted new technologies -introduced new or improved services <p>- % of institutions directly supported by the ITPO state that:</p> <ul style="list-style-type: none"> a) ITPO has been 'effective' or 'very effective' as a partner b) Their capacity has been enhanced <p>-% of participants/delegates (sex-disaggregated data) strongly agreeing with the statement that they have obtained new knowledge & skills as a result of training by the ITPO (5-point scale where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, and 1=strongly disagree)</p> <p>- % of participants/delegates (sex-disaggregated data) reporting having obtained new knowledge and skills as a result of training, in terms of:</p> <ul style="list-style-type: none"> - Established new contacts with companies & institutions -Screened & identified suitable projects to promoters -Found suitable partners -Negotiated investment opportunities 	<ul style="list-style-type: none"> - ITPO monitoring system - Training participant/delegate survey 	<ul style="list-style-type: none"> - Government commitment and support is provided - local investment promotion agencies are committed to upgrade skills of employees. - Chinese private sector's interest in engaging in business in developing countries
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<p>Outcome 3: Development of the Strengthening Capacity, Accelerating & Leading the Ecosystem for Upward investment (SCALE-UP), focus on the global industry chain, SMEs, south-south cooperation, green transformation and digital transformation, facilitate investment and technology cooperation in various sectors, and enhance global institutional partnerships.</p>	<ul style="list-style-type: none"> - # of the Accelerator staffed and operational - # of advisory service and knowledge sharing on investment promotion and technology transfer provided (PAO.1) - # of vocational training, skill upgrading and capacity building conducted (TCO.1) - # of forum, exhibition, and match-making events organized or supported (CPO.1) - # of domestic and foreign government and business delegations coordinated and promoted. (CPO.1) - # of buyers and suppliers matched (CPO.1) - # of visits and match-making of high-level enterprise executives (CPO.1) - # of SME's supported (CPO.1) 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Event reports - Event participants/Delegate survey - Media reports 	<p>-</p>
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<p>Output 1: Inception Phase: A well-functioning Investment and Technology Promotion Office (ITPO) in Beijing, China is established.</p> <p>1.1 Establishment of ITPO Beijing and selection/recruitment of staff.</p> <p>1.2 Undertake Inception workshop and develop Work Programme for the first year.</p> <p>1.3 Carry out communication campaign.</p> <p>1.4 Undertake baseline assessment.</p> <p>1.5 Hold gender sensitivity and COMFAR training workshops.</p> <p>1.6 RCCs are duly established one by one.</p> <p>1.7 Review of existing policies and identification of bottlenecks.</p>	<ul style="list-style-type: none"> - # of workshops held - # of relevant stakeholders informed (data will be collected on women and men to see if outreach activities targeting women were effective) - business, operational, and management plan developed - baseline assessment completed - guidelines for the functioning of RCCs produced - desk study on policies and bottlenecks 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Contracts for staff - Guidelines for the functioning of the ITPO - Guidelines for the functioning of the RCCs 	<ul style="list-style-type: none"> - Sufficient human and financial resources are devoted to investment and technology promotion - No delays experienced in agreeing on identification, selection and recruitment of staff
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<p>Output 2: Advisory services on the promotion of investment and technology transfer opportunities, including through the use of case studies are provided.</p> <p>2.1 Explore best practices and successful working models for mobilizing investment and technology into areas in need of development in China as well as facilitate flows of Chinese investments to developing countries; replicate and expand successful models.</p> <p>2.2 Provide advisory services and information to partners and stakeholders (SMEs, IPAs, Governmental Organizations, policy-making bodies) with regard to investment and technology transfer opportunities with foreign partners and assist in the formulation of business proposals.</p> <p>2.3 Organize and/or participate in investment and technology promotion events and business missions to disseminate/seek information on the investment barriers and opportunities, as well as and technology transfer, in and outside China.</p> <p>2.4 Establish and maintain partnerships and working relations with public/private sector organizations (chambers of commerce/industry, IPAs, local governments).</p> <p>2.5 Collect information on relevant policy and regulatory frameworks, identify bottlenecks for FDI and technology transfers, conduct policy analysis and present stakeholders with results and recommendations.</p>	<ul style="list-style-type: none"> - # of case studies published - # of case study reports downloaded/referenced/used by stakeholders - Amount of information and consultation services provided - # of investment and technology transfer opportunities identified - # of Business Plans formulated - # of endorsements/amount positive feedback received - # of activities organized - # of projects and promotional activities carried out - Type of media coverage and amount of news broadcasted - # of partnerships established and maintained with public/private organizations - % of women participants in seminars/workshops (should be at least 40%) - # of recommendations for strategies to overcome identified bottlenecks in investment policy <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event reports - Event participants/Delegation survey - Supported institutions' surveys - Policies in effect 	<ul style="list-style-type: none"> - Chinese investors and supporting organizations are interested in investing in developing countries/ countries with economies in transition
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<p>Output 3: Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed.</p> <p>3.1 Organize capacity-building events (workshops, seminars, symposiums and field trips to industrial parks and clusters) for ITPO stakeholders (including policy-making bodies) to raise awareness of the best practices of investment promotion and technology upgrading and innovation mechanisms, as well as successful commercial models.</p> <p>3.2 Disseminate and promote UNIDO's investment and technology promotion tools, appraisal methodologies and software (COMFAR) in China, match buyers and suppliers and develop practical training material and key performance indicator (KPI) systems.</p> <p>3.3 Carry out the Delegate Programme by hosting and training Delegates from IPAs and other relevant organizations in developing countries.</p> <p>3.4 Design bankable proposals for investment projects.</p> <p>3.5 Raise awareness on investment policies, locally as well as on national level and collect best practices that could be replicated and recommended to the local/national government.</p>	<ul style="list-style-type: none"> - # of workshops, seminars, symposiums and field trips organized, as well as # of participants, (sex-disaggregated) - # of COMFAR training courses organized - # of participants in COMFAR training courses, (sex-disaggregated) - # of delegates hosted and trained, (sex-disaggregated) - # of training materials and KPI systems used in capacity building activities - # of investment and technologies transfer opportunities reached through capacity building activities - % of female participants in capacity building activities - % of participants from developing countries or regions in capacity building activities, (sex-disaggregated) - % of participants from SMEs in capacity building activities, (sex-disaggregated) - # of endorsements/positive feedback from participants - # investment ready proposals developed - # of best practices collected - # of recommendations made in writing <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event participants/Delegate survey - Supported institutions' surveys - Test results of trainees - Business plans/investment proposals 	<ul style="list-style-type: none"> - Chinese institutions and technology suppliers will be interested in investing/ promoting their technologies in developing countries/ countries with economies in transition - Chinese technology suppliers have access to risk mitigation measures - Chinese technology suppliers offer service packages incl. trainings and spare parts - Existing technology gaps are identified and addressed
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<p>Output 4: High-level dialogues and events on investment promotion and technology transfer organized.</p> <p>4.1 Organize high-level dialogues with central and local governments on investment and technology promotion to seek/disseminate information on the investment climate in China and policies to attract investments, as well as current business opportunities and technology transfer (inward/outward China).</p> <p>4.2 Co-organize, participate in and promote international investment and technology expos, trade fairs and global industrial summits with delegations of enterprises to facilitate business-matchmaking.</p> <p>4.3 Participate in annual ITPO Heads Meeting and other ITPO Network related events.</p>	<ul style="list-style-type: none"> - # of events/forums/business missions organized and participated - # of speakers and participants (sex-disaggregated)-# of media coverage and news reloads - % of participants from SMEs (sex-disaggregated) - % of participants from developing countries or regions (sex-disaggregated) <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event reports - Event participants/Delegation survey - Supported institutions' surveys - Media reports 	<ul style="list-style-type: none"> - Central and local governments are committed to investment and technology promotion - Chinese institutions and technology suppliers will be interested in investing/ promoting their technologies in developing countries/ countries with economies in transition - Developing countries/economies in transition are open to engage with Chinese investors and technology providers
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<p>Output 5: Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted.</p> <p>5.1 Liaise with other ITPOs to share investment and technology transfer opportunities, through ITPO HQ Coordination.</p> <p>5.2 Liaise with other Chinese and regional stakeholders of ITPO Beijing, in particular with CICETE, to identify additional opportunities for projects and implement joint initiatives.</p> <p>5.3 Closely interact with other UN agencies in China to implement joint initiatives/projects/events to promote sustainable development.</p> <p>5.4 Contribute to joint initiatives (TC projects and global fora) with UNIDO HQs (technical departments and field offices) through the ITPO HQ Coordination office.</p> <p>5.5 Contribute to advocacy, communication and other joint activities of the ITPO Network.</p> <p>5.6 Contribute to institutional learning by organizing and participating in capacity and skills trainings, as well as by dissemination of resources and tools to stakeholders.</p> <p>5.7 Contribute to ITPO Network's international and regional B2B and Global Fora events and to yearly ITPO Heads Meeting.</p>	<ul style="list-style-type: none"> - # of joint activities with UNIDO HQs - # of brochures and other promotional materials published - # of events organized jointly with UNIDO - # of promotional, communication activities co-organized <p><i>**Targets are identified each year in the Annual Work Programme</i></p> <p>-</p>	<ul style="list-style-type: none"> - Media reports - meeting minutes/confERENCE papers/etc. - list of media contacts 	<ul style="list-style-type: none"> - UNIDO takes all necessary measures to ensure a vital exchange and collaboration within the ITPO network - Other UN agencies and international organizations are open for collaboration - UNIDO's technical departments are interested in engaging with ITPO Beijing and develop joint activities
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<p>Output 6: Network of Regional Coordination Centers (RCCs) operational.</p> <p>6.1 Establish a network of four well-functioning Regional Coordination Centers (RCCs) throughout China and selection/recruitment of respective staff.</p> <p>6.2 Undertake Inception workshop and develop Work Programme for the first year.</p> <p>6.3 Support local SME's by strengthening their investment promotion capacities.</p> <p>6.4 Successfully conduct fundraising activities for investment promotion projects in China.</p> <p>6.5 Strengthen the ability of regional enterprises to capture emerging subcontracting opportunities by connecting buyers and suppliers.</p>	<ul style="list-style-type: none"> - # of cities which established well-functioning Regional Coordination Centers (RCCs) - # of Regional Coordination Centers (RCCs) staffed and operational - Respective business, operational, and management plans developed - # of regional SME's supported - # of buyers and suppliers matched - # of fundraising activities organised 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Contracts for staff - Guidelines for the functioning of the RCCs - Event participants/Delegate survey - Supported institutions' surveys 	
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<p>Output 7. Non-core activities of the network of Regional Coordination Centers (RCCs) conducted.</p> <p>7.1 Foster cooperation among ITPOs by conducting meetings and study tour in China, together with other ITPOs</p> <p>7.2 Increase know-how of ITP Network personnel through training and workshop in China on emerging issues (e.g. 4IR)</p> <p>7.3 Scale-up ITPO Beijing's activities in China within the ITP Network</p>	<ul style="list-style-type: none"> - # of meetings organized for the ITPOs colleagues in China - # of study tour organized in China - # of training and workshops in China organized on emerging issues - % of female participants in the meetings, study tour, training and workshops 	<ul style="list-style-type: none"> - Meeting minutes/ workshop papers/etc. - List of participants - Survey/ Feedback from participants - News articles on ITPOs' website - Further cooperation among ITPOs (e.g. for 4IR) 	<ul style="list-style-type: none"> - Local governments' commitment and support is provided - Other ITPOs' interest in engaging in fostering cooperation among ITPOs - Other ITPOs are interested in engaging with ITPO Beijing and RCCs and develop joint activities
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<p>Output 10. Inception Phase of UNIDO Fourth Industrial Revolution Accelerator (Hangzhou)</p> <p>10.1 Establish UNIDO Fourth Industrial Revolution Accelerator (Hangzhou) and selection/recruitment of respective staff.</p> <p>10.2 Provide advisory service and knowledge sharing on investment promotion and technology transfer. (PAO.1 -Industrial strategies and industrial policy documents drafted/ prepared)</p> <p>10.3 Conduct vocational training, skill upgrading and capacity building.(TCO.1-Capacity building activities provided)</p> <p>10.4 Organize or support forum, exhibition, and match-making events. (CPO.1-Global fora, workshops / EGM/ side events organized)</p> <p>10.5 Receive domestic and foreign government and business delegations.(CPO.1-Global fora, workshops / EGM/ side events organized)</p>	<ul style="list-style-type: none"> - # of the Accelerator staffed and operational (include 1 personnel in charge, 3 staff) - # of advisory service (no less than 10 enterprises) and knowledge sharing on investment promotion and technology transfer provided (no less than 4 times) (Number of industrial strategies and industrial policy documents drafted / prepared (PAO.1)) - # of vocational training, skill upgrading and capacity building conducted (no less than once) (Number of capacity building activities provided (TCO.1)) - # of forum, exhibition, and match-making events organized, supported or participated (no less than twice) (Number of global fora, orkshops/EGM/side events organized (CPO.1)) - # of discover, identify, evaluate technologies that combine market and technical feasibility, and assist in match-making (no less than 30 times) (Number of global fora, orkshops/EGM/side events organized (CPO.1)) 	<ul style="list-style-type: none"> - ITPO progress report - ITPO website - Event reports - Event participants/Deleg ate survey - Media reports 	<ul style="list-style-type: none"> - Local governments' commitment and support is provided - Other ITPOs' interest in engaging in fostering cooperation among ITPOs - Other ITPOs are interested in engaging with ITPO Beijing and the Accelerator and develop joint activities - Chinese private sector's interest in engaging in business in developing countries
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	<ul style="list-style-type: none">- # of domestic and foreign government and business delegations coordinated and promoted (no less than 5 provincial/ municipal level leaders, no less than 5 international organizations) (Number of global fora, workshops/EGM/side events organized (CPO.1))- # of high-level enterprise executives visits and match-making (no less than 10) (Number of global fora, workshops/EGM/side events organized (CPO.1))		
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Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant (2)
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to sites within China
Start of Contract:	10/2024
End of Contract:	02/2025
Contract type	WAE
Number of Working Days:	28 days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization, and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame the United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies to a greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking, and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices, Hubs, and Country Offices.

The UNIDO 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. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information on the project can be found in the terms of reference (TOR) for the terminal evaluation.

The national evaluation consultants will evaluate the project according to the terms of reference (TOR). They will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected Duration	Location
<p>Desk review & data analysis:</p> <p>Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies, and general economic data).</p> <p>Define technical issues and questions to be addressed from a national point of view and advise the team leader.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument, if needed.</p> <p>In coordination with the project manager and her/his assistant, discuss and share responsibilities for online and in-person meetings and agree on a meeting schedule, and a list of stakeholders to be interviewed and sites to be visited.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country-specific context; Draft list of stakeholders to be interviewed and sites to be visited Workplan and responsibilities for each team member List of key issues and questions for consideration by the team leader 	5 days	Home-based
<p>Inception phase:</p> <p>Prepare an inception report that streamlines the specific questions to address the key issues in the TOR, specific methods that will be used, and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.</p>	<ul style="list-style-type: none"> Inception report including a proposed methodology, draft theory of change stakeholder mapping, evaluation matrix, mission agenda 	5 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected Duration	Location
<p>Field mission</p> <p>Meetings and interviews with stakeholders according to the evaluation programme and mission agenda</p> <p>On-site visits</p> <p>Draft preliminary findings and conclusions</p>	<ul style="list-style-type: none"> • Information/Evaluation data collected • Individual interview summaries • Technical inputs and observations emanating from interviews 	10	Home-based, local travel
<p>Data analysis & report writing:</p> <p>Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Prepare the evaluation report according to the TOR.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> • Inputs to draft evaluation report • Debriefing meeting 	5 days	Home-based
<p>Debriefing</p> <p>Present preliminary findings and recommendations UNIDO management and staff</p> <p>Carry out additional interviews if necessary</p> <p>Discuss the finalization of the report</p>	<ul style="list-style-type: none"> • Presentation of preliminary findings Information gaps filled 	3 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: An advanced university degree (master’s or equivalent) in economics, engineering, sciences, agro-industries, environment, business administration, development studies, or other relevant discipline is **required**.

Technical and functional experience:

- At least 7 years of professional experience in the evaluation of technical cooperation projects/programmes in developing countries.
- Knowledge of national industrial development situation, institutions, and programmes
- Exposure to the development needs, conditions, and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and assets.
- Familiarity with social and environmental analysis, tools, and methodologies is an asset.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in Chinese 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:**

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.

Annex 3: Outline of an in-depth project evaluation report

Abstract

Contents

Acknowledgments

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 - 1.2 Evaluation Objectives and Scope
 - 1.3 Theory of Change
 - 1.4 Methodology
 - 1.5 Limitations
2. Project Background and Context
 - 2.1 Project factsheet
3. Findings
 - 3.1 Project Design
 - 3.2 Relevance
 - 3.3 Coherence
 - 3.4 Effectiveness
 - 3.5 Efficiency
 - 3.6 Sustainability
 - 3.7 Progress to Impact
 - 3.8 Gender Mainstreaming
 - 3.9 Environmental Impacts
 - 3.10 Social Impact
 - 3.11 Performance of Partners
 - 3.12 Results-based Management
 - 3.13 Monitoring & Reporting
 - 3.14 Project Ratings
4. Conclusions and Recommendations
 - 4.1 Conclusions
 - 4.2 Recommendations and Management Response
5. Lessons Learned
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
 - Annex 5: Project Theory of Change / Logframe
 - Annex 6: Details on Primary Data Collection Instruments
 - Annex 7: Details on Survey / Questionnaire
 - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 4: Quality checklist

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></p> <p>An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.</p>			