

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

Independent Evaluation

**UNIDO Investment and Technology Promotion Office (ITPO)
Network**

ITPO Shanghai
(Shanghai Investment Promotion Centre, SIPC)

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Glossary of evaluation-related terms ¹

| Term | Definition |
|---------------------------------------|--|
| Baseline | The situation, prior to an intervention, against which progress can be assessed. |
| Effect | Intended or unintended change due directly or indirectly to an intervention. |
| Effectiveness | The extent to which the development intervention's objectives were achieved, or are expected to be achieved. |
| Efficiency | A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. |
| Impact | Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention. |
| Indicator | Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention. |
| Lessons learned | Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations. |
| Logframe (logical framework approach) | Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles. |
| Outcome | The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs. |
| Outputs | The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. |
| Relevance | The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. |
| Risks | Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives. |
| Sustainability | The continuation of benefits from an intervention, after the development assistance has been completed. |
| Target groups | The specific individuals or organizations for whose benefit an intervention is undertaken. |

¹ Definition of main evaluation concepts based on OECD DAC Guidelines

Abbreviations and acronyms

| | |
|-------------|---|
| AI | Artificial Intelligence |
| BRI | Belt and Road Initiative |
| BRIC | Brazil, Russia, India and China |
| CICETE | China International Center for Economic & Technical Exchanges |
| CIIE | China International Import EXPO |
| CoE | Centre of Excellence |
| CNY | Chinese Yuan Renminbi |
| DTA/DTI/ITP | Investment and Technology Promotion Division |
| FFI | Future Food Institution |
| FID | Foreign Investment Development Board |
| HQ | Headquarters |
| IP | Industrial Park |
| ISID | Inclusive and Sustainable Industrial Development |
| ITPN | Investment and Technology Promotion Network |
| ITPO | Investment and Technology Promotion Office |
| MOFCOM | Ministry of Commerce of the People's Republic of China |
| NSREB | New Silk Road Economic Belt |
| OID | Overseas Investment Development Board |
| PTC/ENV | UNIDO Department of Environment |
| SCOFCOM | Shanghai Municipal Commission of Commerce |
| SDGs | Sustainable Development Goals |
| SIPC | Shanghai Investment Promotion Centre |
| SME | Small and Medium Enterprise |
| SJTU | Shanghai Jiao Tong University |
| SMPG | Shanghai Municipal People's Government |
| SPXs | Subcontracting Partnership Exchanges |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| ToC | Theory of Change |
| UNIDO | United Nations Industrial Development Organization |
| WAIC | World Artificial Intelligence Conference |
| YRD | Yangtze River Delta |

EVALUATION OF THE ITPO SHANGHAI (SIPC)

Introduction

This document presents the specific findings, conclusions, recommendations for ITPO Shanghai (Shanghai Investment Promotion Center (SIPC), in the following referred to as SIPC, which are part of the first stage of the independent thematic evaluation of the ITPO network (See Terms of Reference in [Annex I](#)).

This information will be further incorporated in the assessment of the whole ITPO network during the second stage of the evaluation, where data and findings from all other ITPOs will be included.

ITPO network

UNIDO's ITPO network consists of nine independent ITPO Offices in eight countries worldwide², and the ITPO coordination office in UNIDO HQ (ITP Network Secretariat). The larger goal of this network is to contribute towards reduction in development imbalances by facilitating investment and technology agreements between private sector enterprises from developed and developing countries. Each ITPO undertakes the following three main functions to realize these objectives: (1) Provide professional support to enterprises for partnership and business negotiations for investment promotion and technology transfer/promotion, (2) Host officials from developing and transitional countries to give them hands-on training in investment promotion techniques, and (3) Create networking opportunities that benefit their stakeholders by developing intra-organizational linkages with other UNIDO networks that operate worldwide. At UNIDO Headquarters (HQ), the Investment and Technology Promotion Division (DTA/DTI/ITP) manages UNIDO's network of ITPOs.

ITPO Shanghai

Established in 2001 under an agreement among the Shanghai Municipal People's Government (SMPG), Ministry of Commerce of the People's Republic of China (MOFCOM) and UNIDO, ITPO Shanghai (SIPC) aims to promote both inward and outward investment and technology and introduce them to other developing countries and transitional economies. Its main partners include SMPG, represented by Shanghai Municipal Commission of Commerce (SCOFCON), and MOFCOM, represented by China International Center for Economic & Technical Exchanges Ministry of Commerce (CICETE). The ITPO is set up as a UNIDO project (ID: 170084) and has received CNY 6,240,000 (approx. USD 917,617) funding in cash from SCOFCON for its functioning in the current (fifth) phase (2017-2020), as well as other contribution in kind (estimated at CNY 6,251,283) for office space, facilities, clerking support, etc.

² ITPO offices are currently located in Bahrain (Manama), P.R. China (Beijing and Shanghai), Germany (Bonn), Italy (Rome), Japan (Tokyo), Nigeria (Lagos), Republic of Korea (Seoul), and in the Russian Federation (Moscow).

Evaluation methodology

The evaluation utilized a mixed-method, inclusive and participatory approach to arrive at credible, reliable and unbiased findings. During the inception phase, the evaluation team reviewed and analyzed relevant policy documents, progress reports, programme documents, internal review reports, financial reports and other documents. The [desk review](#) of documents helped the evaluation team put together a [theory of change](#) (ToC) and a [results framework](#) for the ITPO offices and the network as a whole. While the desk review of documents provided a rich source of information for this evaluation, most of the data for this evaluation was acquired through primary sources including from key informant interviews via a virtual field mission to Shanghai. The survey of beneficiaries is currently under progress. It is expected to provide an important additional data point to triangulate the findings from other sources. The draft report will be accordingly updated on completion of the survey.

More details on the [methodology](#), [evaluation criteria and associated questions](#), [data collection strategy](#), [stakeholders consulted](#), [interview protocol](#) and evaluation [work plan](#) are provided in annexes to this report.

This evaluation confronted significant data collection challenges due to ongoing COVID-19 pandemic. The planned field mission had to be replaced with a virtual field mission. Assistance of an evaluation team member, based in Shanghai, was very helpful, inter alia, for data collection. While this helped some of the limitations of a virtual mission, field visits and direct observations could not be undertaken. Similarly, a survey of beneficiaries, who are themselves confronting these challenges, has taken longer than expected; however, the results from this survey will feed into the report of the overall ITPO network.

KEY FINDINGS

The findings of this assessment are organized around the results (logical) [framework](#), developed by the evaluation team for the entire ITPO network. Such an approach is expected to assist not just in examining the performance of SIPC in a comparative framework, but also in subsequently examining the performance of the network as a whole.

The main elements of the ITPO results framework includes:

| Outputs | Outcomes |
|--|---|
| 1. Investment & technology transfer opportunities identified, promoted and implemented in countries supported by the ITPO network. | 1. ITPO network supported countries observe increased inward and outward investment in technology, innovation and infrastructure. |
| 2. Technical assistance (e.g., delegates programme, training, advocacy, etc.) to public and private sector institutions. | 2. Enhanced institutional capacity of relevant public/ private sector institutions engaged in FDI & domestic investment, transfer of technology and knowhow including through fielding of delegates. |
| 3. Advocacy, awareness campaigns, events, fairs, and other support services aimed at promoting collaboration. | 3. Improved collaboration among institutions and businesses across national boundary lines. |
| 4. Advocacy, awareness campaigns, events, fairs, and other support services aimed at promoting inclusiveness and environmental sustainability. | 4. Improved inclusivity and sustainability standards observed in the investment and technology proposals supported by ITPOs (as well as their spillover into general industrial standards in the country) |
| 5. Coordination across ITPOs (e.g., proposals, meetings, drafts). | 5. ITPOs function as a collaborative network. |

The results framework suggests that there are five inter-related building blocks of results that the ITPO network seeks to achieve to meet its objective of “ITPO network supported countries attain a more inclusive and sustainable industrialization-level in conformity with UNIDO’s ISID and UN’s Sustainable Development Goals (SDG 9) agenda”. A major assumption underlying this results framework is that if UNIDO achieves results in these five categories, UNIDO will be in a better position to support its Member States in realizing their own goals pertaining to inclusive and sustainable industrial development (ISID) as well as their overarching SDGs.

In the specific case of SIPC, as per its Project Document of phase 5, its outputs and outcomes explicitly included outputs/outcomes No. 1, 2 and 5 from the ITPO results framework above.

Relevance

Desk review and stakeholder interviews confirmed that SIPC continues to be relevant to its target stakeholders including governmental institutions, investment promotion and business development organizations and industry in Shanghai. It also continues to be relevant to non-Chinese stakeholders including governments, business and non-profit organizations interested in Chinese markets and to UNIDO and other ITPOs. While China's economy has grown to be the second largest in the world and its firms can compete in many sectors with the best around the world, the evaluation concurs with stakeholders who pointed out wide geographic disparities in industrialization in China. It was also evident from stakeholder interviews that as a recently transitioning economy, China is in a good position to share its experiences with other countries. Moreover, given recent global trade and investment tensions that have led to declining inflows into and outflows from China ([Table A1](#)), SIPC's work is likely to be even more relevant to its Chinese stakeholders³.

A perusal of SIPC's activities ([Annex XI](#)) shows that it is involved in work that is highly relevant to its goal of contributing to inclusive and sustainable industrial development in China as called for in the UNIDO Country Programme in China (2016-2020). Sustainability and/or green technologies-related keywords feature prominently among SIPC's activities, which appear to be especially the case in 2018.

SIPC's activities also appear to be in line with the priorities of its donor, the Shanghai Municipal People's Government (SMPG). According to the Shanghai Masterplan (2016-2020), the city is interested in establishing itself as an international center for economy, finance, trade and shipping. It also highlights the city's prominent role in the Belt and Road Initiative (BRI) and the Yangtze River Economic Zone strategy. Notably, the Yangtze River Delta (YRD) Integrated Development Program announced in November 2018 emphasizes regional integration and high-quality development, i.e., building advanced manufacturing industry clusters of world-class scale and level. To contribute towards this goal, SIPC has undertaken many activities such as convening a high-level roundtable dialogue between the UNIDO ITPO network and the YRD region on high quality development on UNIDO day 2019 and at the 7th China (Shanghai) International Technology Fair. SIPC also reported maintaining regular exchanges with government agencies and enterprises from the YRD region for both assessing their needs and exploring options for providing better services to them.

Lastly, SIPC is also relevant to UNIDO's strategy in China. As a fast-developing transitional economy, needs of China are different from many other developing countries. Desk review and stakeholder consultations showed that dedicated offices aimed at promoting inward and outward investments and technology transfers are necessary to UNIDO's visibility in China. To this end, SIPC's activities show some evidence of its engagement in these segments by active participation in high-level forums and fairs such as China (Shanghai) International Technology Fair, China International Import EXPO (CIIE) and World Artificial Intelligence Conference (WAIC). These activities are in line with the UNIDO Country Programme in China (2016-2020) and United Nation's 2030 Sustainable Development Goals (SDGs) Agenda.

³ Although some stakeholders expected this to be a short-term challenge and expressed optimism for the long-term resumption of the general trend towards increased global integration of trade and investment.

Thus, overall, the evaluation finds SIPC to be highly relevant for UNIDO and its stakeholders in China and beyond.

Design and coherence

There are three main aspects to consider in assessing this criterion: (1) Set up and relationship of SIPC with the host government, (2) peer-to-peer collaborations with other ITPO offices, and (3) location of SIPC within the ITPO network and UNIDO. Point (1) will be assessed in this document, while points (2) and (3) will only be partially assessed here, will however be further developed and discussed in the ITPO network evaluation report.

SIPC was originally established under the Shanghai Municipal Commission of Commerce (SCOFCOM) and provided institutional support to the Shanghai Foreign Investment Development Board (FID) and the Shanghai Overseas Investment Development Board (OID). It was separated from FID/OID in January 2018. The new operational arrangement is expected to provide SIPC with greater autonomy from the host government, enable it to be more fully a member of UNIDO's ITPO network, and increase opportunities for resource mobilization from other public and private sector organizations. This new arrangement was put in place with strong support from both UNIDO and the host government. Under this new arrangement, SIPC has been able to mobilize resources as contribution in kind from public and private sectors, such as an office space, AI-enabled access system and personnel support, etc. Also, the identity of UNIDO ITPO network has become more visible through wide media coverage of ITPO Shanghai's activities (See [Annex XII](#)). In addition, SIPC has reported its partnership/contact with over 100 public and private organizations around the world. This new arrangement appears to be helping in mobilizing resources, increasing UNIDO's corporate visibility and convening partnerships.

SIPC, like other ITPOs, is funded by the host government. It is primarily accountable to its host government and other stakeholders in the country. However, as a UNIDO project entity and member of the larger ITPO network, SIPC is also expected to collaborate with other ITPOs towards achievement of UNIDO's ISID agenda. As discussed in the next section (especially Outcome 5 in Table 1), there is some evidence of collaboration across various ITPOs. However, available evidence suggests that there is no mechanism for coordinating work between SIPC and UNIDO's Field Network, including with its Centre for South-South Industrial Cooperation in Beijing. This appears to be due to a lack of UNIDO strategy and mechanism for bringing together its HQ, its Field Network and its ITPO network capacities. As an example, stakeholders point out that the UNIDO Innovation Centres belong to specific projects, and therefore, comply with reporting lines within their specific mandates only.

SIPC is supervised by the ITP Network Secretariat located in the Investment and Technology Promotion Division in Vienna, Austria ([Table A2](#) for UNIDO's organigram). While some stakeholders suggested that the ITPO network could be coordinated as a cross-cutting mechanism, hence located outside a technical department, and to raise its visibility and enable cross-cutting collaborations across various departments and

divisions, the finding in this regard can only be further assessed at the conclusion of entire ITPO network’s evaluation.

Effectiveness

Effectiveness of a development intervention (programme or project) relates to achievement of its expected outcomes. Table 1 below summarizes available evidence, which is followed by discussion of these results.

Table 1. SIPC: Expected and Actual Outcomes (Preliminary)

| Expected outcomes | Baseline: ITPO network evaluation report (2010) | Actual accomplishments (by April 2020) |
|---|--|--|
| <p>1. Increased inward and outward investments in technology, innovation and infrastructure.</p> | <p>The evaluation report mentioned that various ITPO offices implemented between 0 and 21 projects on a yearly basis with the exception of a former ITPO (in Jordan) that implemented between 30 and 92 projects annually during the last few years. Many of these offices had already started promoting investments in the field of green industry, such as the establishment of green industries demonstration projects in China (ITPO Beijing), elimination of POPs (ITPO Bahrain), the development of bio-fuel energy businesses in the United Republic of Tanzania and in Uganda (ITPO Seoul) and the promotion of renewable energy projects (former ITPO Athens) and the promotion of agro based, bio-fuel and water technology projects (ITPO Tokyo).</p> | <p>Desk review showed that the SIPC had created multiple opportunities for investment and technology transfer by introducing foreign investors into China and by helping Chinese companies expand abroad. These included examples such as (a) helping Eastern Airline expand the air cargo line in North America, (b) introducing Future Food Institution (FFI) into Zizhu Park in Shanghai, (c) catalyzing the establishment of the Greek Pavilion in Shanghai Waigaoqiao FTZ, (d) assisting Best Logistics Group to Explore Overseas Market in Cambodia and Malaysia, (e) helping Spark EV Technology, an innovative artificial intelligence (AI) company from the UK to set up business in Shanghai Xuhui District. Some anecdotal evidence suggested that these efforts are leading to intended outcomes. For example, Best Logistics reportedly had already launched its operations in Cambodia and Malaysia, which had created around 1500 jobs. Similarly, Future Food Institution had invested in new operations in Shanghai. It had similarly facilitated Chinese firms to invest abroad (e.g., collaboration between Xijing Technology and German partners). SIPC had also reportedly facilitated technology transfers. However, concrete statistical information on this is not systematically maintained</p> |

| Expected outcomes | Baseline: ITPO network evaluation report (2010) | Actual accomplishments (by April 2020) |
|---|---|---|
| | | by SIPC or the UNIDO ITPO HQ coordination. |
| 2. Enhanced institutional capacity of relevant public/private sector institutions engaged in FDI & domestic investment, transfer of technology and knowhow including through fielding of delegates. | The Delegate Programme was found to increase the needs- or demand-orientation of the ITPOs. The vast majority of the Delegates, according to recent evaluations, arrived with project ideas which were promoted and some of them successfully. | Desk review showed that SIPC had hosted a number of delegates from developing countries, including from Nigeria, Cambodia, Azerbaijan, Tajikistan, Turkmenistan, Uzbekistan, India and Russian Federation. A survey, common to the ITPO network, has been launched to collect data on outcomes from SIPC's capacity development work. |
| 3. Improved collaboration among institutions and businesses across national boundary lines, including through fielding of delegates. | The report identified active collaboration between national investment promotion agencies as one of the success factors. In the past, the former ITPO Paris seems to have been particularly successful in this respect as 44 per cent of concluded projects originated from developing countries with the active collaboration between partner institutions in these countries. | Desk review and stakeholder interviews point to some cross-border collaboration. For example, SIPC has hosted the "Belt & Road Initiative: Connecting Cities through the New Industrial Revolution" and the "UNIDO Day" which are important for various stakeholders. It has supported the Shanghai International Import Expo and the World Artificial Intelligence Congress. It hosted a high-level business delegation from Estonia, led by a senior minister. |
| 4. Improved inclusivity and sustainability standards observed in the investment and technology proposals supported by SIPC (as well as their spillover into general industrial standards in the country) | Not applicable | Stakeholder interviews indicated that SIPC paid attention to sustainability standards in its work. Notably, it is collaborating with Shanghai Jiao Tong University to promote sustainable technologies. There was also some evidence pointing an increased understanding among practitioners about new ideas and sustainable development. For example, the China International Center For Economic And Technical Exchanges (CICETE) promoted its achievement in environmental standard for China construction |

| Expected outcomes | Baseline: ITPO network evaluation report (2010) | Actual accomplishments (by April 2020) |
|--|--|---|
| | | industry during the UNIDO Day in Shanghai. |
| <p>5. SIPC contributes to and benefits from an effective collaboration with the ITPO network.</p> | <p>The evaluation report identified a networking potential of ITPOs with other UNIDO Programmes had been underutilized, which was attributed to limited UNIDO knowledge of ITPOs and coordination resources allocated to the ITPO network. The potential for ITPOs and Investment Promotion Units (IPUs) that were created to complement the ITPO network with a number of decentralized offices established to implement on-the-ground investment activities, to work as a close network and benefit from potential synergies was also reportedly affected by the lack of efficient networking tools. Lastly, it reported that some ITPOs appeared to underutilize collaboration with other ITPOs, Industrial Parks (IPs), UNIDO's Subcontracting Partnership Exchanges (SPXs) or technology centres and even when they were located in the same country.</p> | <p>Desk review and interviews provide evidence of collaboration among ITPOs. SIPC appears to have particularly been active in collaboration across the entire ITPO network. For example, the 2018 annual report of ITPO Bahrain showed that it had hosted a delegation from Shanghai, which led to stronger ties towards stimulating entrepreneurship and innovation. Similarly, that year ITPO Italy hosted the Head of SIPC to exchange information about its activities and best practices, which was accompanied with participation at the III Edition International Award "Innovative Ideas and Technologies in Agribusiness". This visit facilitated Future Food Institution's entry into the Chinese market with the opening of a new premise in Shanghai. However, in line with the 2010 evaluation report, lack of resources continues to limit potential collaboration opportunities, although some technological solutions are reportedly being used to overcome these challenges.</p> |

From the comparison of expected and actual outcomes above, as well as from the activities and outputs of the SIPC⁴, it is readily apparent that SIPC mainly functions as a platform that brings together interested parties but limited financial and human resources constrain its ability to monitor and follow up. As a result, it is not clear to what degree

⁴ In its self-evaluation, SIPC reported maintaining "continuous contact and working relations with over 100 public/private sector organizations, including government agencies, IPAs, industry associations, enterprises especially SMEs, which are located in 14 countries." It also, similarly, reported organizing or co-organizing over 130 investment and technology promotion events, and business missions to disseminate/ seek information on the investment climate and opportunities, as well as technology transfer, in and outside China, in addition to organizing or participating in national and international technology/investment fairs with delegations of enterprises to facilitate business matchmaking.

SIPC is succeeding in its efforts to promote inward and outward flows of investment and technology. While anecdotal evidence suggests that SIPC's activities have enabled some investment and technology transfers such as by Best Logistics or Eastern Airline (outward) and Future Food Institute or Spark EV (inward), concrete data in this regard is not available. A survey of stakeholders and beneficiaries is expected to provide more information and confirmation in this regard.

Similarly, with regard to outcome on capacity development of institutions and stakeholders, SIPC reported organizing 18 sessions through the enabling function of Center of Excellent (CoE). These programmes were conducted with different partners and in various fields related to investment promotion and technology innovation, such as ESG, 5G, foreign investment law and trade facilitation. Four delegate programs were held to host and train delegates from investment promotion agencies and other relevant organizations from developing countries such as Nigeria, Cambodia, Central Asia and India. However, in the absence of follow-up on these activities, indicative data on their outcomes will rely on the survey launched by the evaluation team.

With regard to outcome on sustainability, the signing of a memorandum of understanding with Shanghai Jiao Tong University (SJTU) on comprehensive cooperation in the impact investment capacity building programme, the industrial application of green economy and innovation technology, and the youth development plan is the most notable result in this period. Under this initiative, a course "Operation of Sustainable Cities & Theme Parks" was launched in 2019, which was attended by 14 lecturers and 30 students enrolled by SJTU. Similarly, in conjunction with UNIDO's New Silk Road Economic Belt (NSREB) project, a mission of five Central Asian countries (Azerbaijan, Tajikistan, Turkmenistan, Uzbekistan and Russian Federation) gathered together and visited Shanghai's major development zones to explore the role of a new generation of industrial and technological parks and cities in the search for inclusive and sustainable industrial development in the region. Through the forum and visits of 70 delegates, SIPC shared its experience with regard to Shanghai's development zones. However, in the absence of follow-up on these activities, indicative data on their outcomes will also need to rely on the survey launched by the evaluation team.

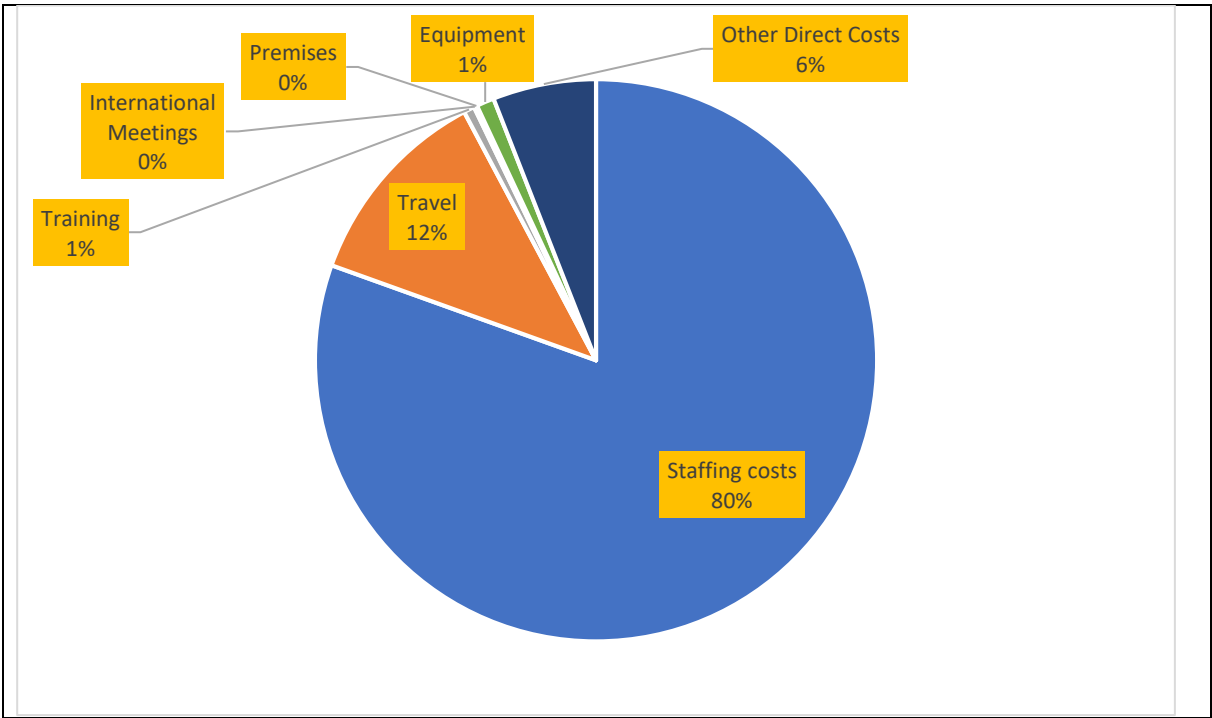
Lastly, with regard to collaboration with other UNIDO departments and ITPOs, as mentioned earlier, desk review and stakeholder interviews provide evidence on collaboration. For example, SIPC cooperated with ITPO Italy to facilitate entry of Future Food Institution into the Chinese market. In collaboration with ITPO Germany, SIPC led a Chinese delegation of more than 10 entrepreneurs at the Hannover Messe 2019, where Westwell Technology from China reached an agreement with the Port of Hamburg on possible use of a smart port. SIPC collaborated with the UNIDO Department of Environment (PTC/ENV) to introduce the Practitioner's Handbook for Eco-Industrial Parks and An International Framework for Eco-Industrial Parks in China.

Overall, evaluation finds sporadic evidence for achievement of expected outcomes, but it also notes weaknesses in follow-up and monitoring that need to be addressed in the next phase.

Efficiency

Efficiency, the most basic economic measure of success, concerns ratio of outputs to inputs. It involves conducting comparative cost-benefit analysis of various strategic options for delivering programme outputs and outcomes. As evidenced from [Annex XI](#), SIPC has undertaken a large number of activities with [limited staff](#) and budget. SIPC is currently staffed with one head, two experts, one project assistant and a driver. After paying out staff salaries, it has a very small annual budget of around CNY 138K (See Table 2). From the sheer volume of activities undertaken with such limited resources (appx. USD 706K- Details in [Annex A4](#)), SIPC appears to be very efficient. However, efficiency has to be judged in relation to effectiveness in achieving expected results. Hence, a final determination in this regard will need to be made at the conclusion of the stakeholder and beneficiaries' survey.

Table 2. SIPC: Expenditure by category (2017-20)



Impact and sustainability

Impacts pertain to long-term socio-economic changes for beneficiary countries and stakeholders. While stakeholder interviews suggested that SIPC was contributing to inclusive and sustainable industrial development in China, no concrete measurable results (in terms of outcome and impact) are available at this stage to make a final determination. The stakeholder survey might provide some anecdotal evidence in this regard.

In terms of sustainability, SIPC has been receiving strong support from the host country. Desk review and stakeholder consultations indicated their continued interest in supporting SIPC. UNIDO has also indicated that ITPOs are designed to be ongoing

operations. Therefore, the sustainability of the ITPO is currently not in question. China’s continued growth and transition to advanced technologies by itself is a trend that is expected to lend sustainability to the results achieved by SIPC.

Human rights and gender equality

SIPC has an all-female professional staff. More importantly, it seems to be paying adequate attention to UN and UNIDO’s agenda on gender equality. As the self-evaluation report of SIPC notes,

“Gender equality and women’s empowerment are key to UNIDO’s goal of achieving inclusive and sustainable industrial development, as mandated by Member States in the (GC.15/Res.1) and highlighted under SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. The multiplying effect of industrialization on all other areas of development contributes to the entire 2030 Agenda and also supports SDG 5 – Achieve gender quality and empower all women and girls.”

SIPC has sought to engage local women’s groups, associations and/or gender focal points in ministries or other government institutions to participate in the activities of SIPC. More than 40% of beneficiaries engaged in the activities of SIPC are female. Besides, SIPC appears to have actively participated in events with a female focus such as the Global Alliance of Ladies Conference in June 2018 and Global Women Economic Summit, Global Women Economic Influencer Award, and the Panel of Women in Technology in 2019. It also co-organized the 2019 Global Professional Woman Wellness Summit. Thus, evaluation finds evidence for concerted efforts to promote gender equality in SIPC’s work. However, other human rights issues such as attention to vulnerable groups do not appear to have received similar efforts.⁵

IMPLEMENTATION OF RECOMMENDATIONS FROM PREVIOUS EVALUATION OF ITPO SHANGHAI

The following table presents the status of the implementation of recommendations from the previous evaluation of ITPO Shanghai conducted in 2009.

| Recommendations to UNIDO | Status as of 2020 |
|---|--------------------|
| <ul style="list-style-type: none"> As has been noted several times in this Report, the absence of a Head of Service of ITPO has been hampering the functions of ITPO Shanghai for the last two years. It is strongly recommended that UNIDO address this as a priority matter, and in consultation with the Government, take immediate steps to select and appoint a Head of Service in order that ITPO may function more effectively in | <p>Implemented</p> |

⁵ In interviews, this was attributed to lack of such diversity in Shanghai region.

| | |
|---|---|
| <p>carrying out its mandate. Recruitment procedures should include the advertising of the post, in line with UNIDO's standard procedures and in the interests of transparency.</p> | |
| <ul style="list-style-type: none"> • Although a Work Programme has been presented on an annual basis, disparity between the programme and its implementation was observed. It is recommended that UNIDO provides appropriate guidance to SIPC regarding the implementation of its Work Programme, establishing time frames and tools to monitor progress, and ensuring that the annual budget provisions are in line with the requirements of the Programme, and, if required, arranging for budget revisions to ensure that funds are always available to meet the changing demands of a dynamic Programme, | <p>No evidence of implementation.</p> <p>Some guidance is provided for monitoring the financial implementation of activities. However, a results level monitoring and reporting is still pending. (outcome, follow-up and impact monitoring and reporting). This issue will be further assessed in the on-going ITPO network evaluation</p> |
| <ul style="list-style-type: none"> • ITPO Staff members who have entered on duty within the last two years, and who have had no exposure to UNIDO HQ or to other areas of the ITPO network, to be given the opportunity to undertake training at both UNIDO and at least one other ITPO – the advantages of such training and exposure to the UNIDO 'family' cannot be over-emphasized. Further, UNIDO should ensure the eligibility of ITPO staff for UNIDO Headquarters training courses. | <p>No evidence of implementation.</p> |
| <ul style="list-style-type: none"> • UNIDO should ensure that a system of performance evaluation is introduced into all ITPOs in 2010. | <p>No evidence of implementation.</p> |
| <ul style="list-style-type: none"> • UNIDO should ensure that relevant promotional materials are distributed to ITPOs, and that a UNIDO flag is provided to ITPO Shanghai, as specifically requested by the Officer-in-Charge | <p>Implemented.</p> |
| <ul style="list-style-type: none"> • In order to enhance UNIDO's presence in Shanghai, it is recommended that missions of high-ranking UNIDO officers to Shanghai take the opportunity to acknowledge the presence of ITPO by way of a courtesy call or a meeting with the Head of Service. Internal arrangements should be made at UNIDO Headquarters to ensure that ITPO Coordination Unit is informed of all UNIDO | <p>This issue will be further assessed in the on-going ITPO network evaluation.</p> |

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| <p>staff missions to Shanghai. UNIDO's presence at EXPO 2010 is expected to result in more frequent missions to Shanghai, representing the opportunity to address this recommendation. Such action results in enhanced knowledge for both UNIDO and for ITPO.</p> | |
| <ul style="list-style-type: none"> • The case of ITPO Shanghai seems to be different from those ITPO in industrialized countries in several respects. Its economy is fast growing described as an emerging economy, one of the four BRICS, and growing enterprises are looking for overseas opportunities in high-risk environment, such as Africa. On the other hand, Shanghai still contain underdeveloped elements in its human resources. There seems to be ITPO in such emerging economies require differentiated approach to have the ITPOs function properly. | <p>Partially implemented</p> <p>ITPO Shanghai project document provides to a big extent its specific context as it is an agreement between the donor government and UNIDO.</p> <p>This issue will be further assessed in the on-going ITPO network evaluation</p> |
| <ul style="list-style-type: none"> • UNIDO to request ITPO Shanghai to provide a proposal to enhance the visibility and presence of ITPO and UNIDO in the existing office setting, including a plan for the 16th floor ITPO suite of offices to be appropriately occupied, notwithstanding the absence of a Head of Service. The proposal should include concrete steps, even of a seemingly minor nature, such as the installation of UNIDO plaques/signs, of a size and location to ensure that visitors are clearly aware of the organization with whom they are doing business, which is not FID / OID, in this instance | <p>Implemented.</p> <p>The new premises of ITPO Shanghai was officially opened in Nov 2018 with the attendance of UNIDO's Director General.</p> |
| | |
| <p>Recommendations - Government</p> | |
| <ul style="list-style-type: none"> • The long absence of the Head of Service is hampering ITPO's activity, reflected in the trend of activities from 2006 to 2008. The Delegates Programme was not conducted since 2006, and around 40% of the budget remained unutilized. It is recommended that the Government and UNIDO take urgent action to recruit a dynamic Head of Service, in line with UNIDO's procedures for selection and appointment of staff, which include the advertising of the post. | <p>Implemented.</p> |

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|---|---|
| <ul style="list-style-type: none"> • While SIPC is mandated to undertake both inward and outward investment promotion, its success in respect of inward investment appears limited when compared to the large number of foreign investors' inflow to Shanghai. It is thus recommended that the host government establish a clear focus for outgoing investment promotion as the core function of SIPC. | <p>No evidence of implementation.</p> |
| <ul style="list-style-type: none"> • Due to the strong presence of FID and OID, the presence of SIPC and UNIDO tend to be invisible behind those two high-profile organizations of the Shanghai Municipality. It is recommended to the host government that a plan / strategy be developed to increase the visibility and presence of UNIDO and of SIPC. | <p>Implemented.</p> <p>SIPC has been separated from FID and OID and gained higher local visibility and influence under new arrangement</p> |
| <ul style="list-style-type: none"> • In order to increase the professional capacity and skills of SIPC staff in the areas of investment and technology promotion, it is recommended that the host government provides the opportunity for SIPC staff to participate in Delegate Programmes of other ITPO offices, such as ITPO Tokyo or Bahrain. | <p>No evidence of implementation.</p> |
| <p>Recommendations - ITPO Shanghai (SIPC)</p> | |
| <ul style="list-style-type: none"> • It is recommended that SIPC take immediate steps to improve the visible presence of UNIDO / ITPO Shanghai, beginning with their existing offices which are not considered to be optimally occupied or utilized. The UNIDO acronym is not known in Shanghai, and the Organization's full name and logo should be prominently visible both in the ITPO building's busy lobby and on the 16th floor where the ITPO suite is located. Offices should be maintained in a professional, business-like manner and non-ITPO persons discouraged from using the facilities. | <p>Implemented.</p> <p>The new premises of ITPO Shanghai was decorated with clear and pronounced corporate identity of UNIDO ITPO Shanghai.</p> |
| <ul style="list-style-type: none"> • As an important and effective tool to highlight its formal UNIDO / ITPO status to the general public and to enhance its public relations efforts and its image, it is recommended that SIPC take immediate steps to acquire promotional/ introductory material & information, and to develop/ enhance website contents, in cooperation with and | <p>Partially implemented</p> <p>SIPC annual reports and promotional material available.</p> |

| | |
|--|--|
| <p>advice from UNIDO's Public Advocacy and Communications Unit.</p> | |
| <ul style="list-style-type: none"> • It is recommended that ITPO Shanghai initiate training for its staff who have entered on duty within the last 2 – 3 years, and who have had no exposure to UNIDO or to the ITPO network, in the interests of capacity building and so that these staff members may more effectively and informatively represent UNIDO. | <p>Not evidence of implementation.</p> |
| <ul style="list-style-type: none"> • It is recommended that SIPC develops a plan and strategy to implement more effective outward investment promotion, especially towards Africa, with a clear focus on promoting outward investment as the core function of ITPO Shanghai | <p>Limited anecdotal evidence available on its implementation.</p> |

CONCLUSIONS

The conclusions of this evaluation are summarized with the help of SWOT analysis in Table 2 below. Evaluation found adequate evidence to conclude that the work of SIPC is highly relevant to achieving both UNIDO's mandates on ISID and its stakeholders', including its host and main donor's, needs for sustainable industrial development. SIPC is also relevant as a platform to facilitate "matchmaking" among Chinese and non-Chinese private sector enterprises in both developed and developing countries. Its mandate for promoting investment promotion and technology transfer collaboration is highly relevant in today's socio-economic environment.

The evaluation also concludes that SIPC has strong ties with its donor and host country, which appear to have been managed in a mutually satisfaction manner. These ties have been a key strength of SIPC, which should continue to be harnessed for SIPC's long-term sustainability, generally defined as 3-5 years in time, and performance. UNIDO's brand name and corporate reputation has also boosted the prospects of its long-term success in China.

SIPC has demonstrated the ability to deliver high volume of activities with limited financial and human resources. However, a determination on the effectiveness of this strategy cannot be made at this stage. SIPC currently does not have adequate financial and human resources to both undertake such high level of activities and then pursue them to their logical end. As a result, follow up and monitoring on activities already undertaken have been inadequate. Knowledge management systems currently in place can also be improved to facilitate organizational learning and collaboration across the entire ITPO network. Staff turnover and short duration of contracts also appeared to affect these important organizational processes.

SIPC is not adequately integrated within the UNIDO Field Network, including with its field office "Centre for South-South Industrial Cooperation" in Beijing, with important implications for its ability to harness potential synergies. A UNIDO framework or strategy to guide interaction and integration of the ITPOs with HQs and UNIDO field network is not in place. From the Government of China perspective, a national approach for the complementary or synergetic operations of the 2 UNIDO centers (SIPC and CSIC) is also not in place.

The evaluation concludes the need for SIPC to be cognizant of several key opportunities and threats that have a bearing on its future performance. After the advent of UN's SDG agenda, there has been a general recognition of necessity for economic development. While recognition of environmental damage and climate change has also raised awareness on the need for sustainability. As a result, ISID agenda is on top of most national governments' priorities, including that of China. By tapping into UNIDO's expertise at sustainable cities, SIPC can also play an important role in China's Belt & Road Initiative, which seeks to connect cities through the New Industrial Revolution.

It is clear that there is an increased demand for UNIDO's services on a variety of critical sectors (e.g., Industry 4.0, Circular Economy, Renewable Energy, Sustainable Development). In this scenario, SIPC has the opportunity to tap into potential partnerships (e.g., GEF projects, other UN agencies and The World Bank) that can be

leveraged for resources and impact. Lastly, Shanghai is aiming to establishing itself as China’s only international center for economy, finance, trade and shipping. Similarly, the Yangtze River Delta (YRD) Integrated Development Program, China’s economic policy with top national priority, emphasizes regional integration and technology and manufacturing transfer of world-class scale and level.

At the same time, ongoing geopolitical tensions threaten global supply chains, technology transfers and investments. While SIPC is comparatively a small player in this space, these tensions still affect all of the central to SIPC’s work. The COVID-19 pandemic, which threatens to cause a looming worldwide financial crisis including deflation in China, also has significant implications for SIPC. Lastly, dependence on a single donor, coupled with limited joint programming with other UN agencies, can inhibit long-term growth and sustainability for the SIPC.

SIPC had the potential to be developed as a champion on human rights and gender-related issues. Given the interest shown by stakeholders in undertaking this endeavor, it has the potential to do so. It would require not just achieving gender parity in staff and beneficiary selection for support, but also identifying and removing implicit biases and improving gender representation in all of ITPO’s activities and outputs.

Table 3. SWOT Analysis for the SIPC

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> ✓ Highly relevant to UNIDO’s mandates and stakeholders’ needs. ✓ Strong ties with donor/ host country. ✓ UNIDO’s brand name/ corporate reputation. ✓ Ability to deliver high volume of activities with limited resources. | <ul style="list-style-type: none"> ✓ Insufficient financial/human resources. ✓ Weak follow-up, monitoring and reporting systems. ✓ Weak knowledge management and sharing systems. ✓ Inadequate integration with the UNIDO Field Network, and with the Centre for South-South Industrial Cooperation in Beijing. |
| Opportunities | Threats/ Challenges |
| <ul style="list-style-type: none"> ✓ ISID agenda is on top of most national governments’ priorities. ✓ Increased demand for UNIDO’s services (e.g., Industry 4.0, Circular Economy, Renewable Energy, Sustainable Development). ✓ Potential partnerships that can be leveraged for resources and impact. ✓ Shanghai’s strategic location in China’s national and regional plans. | <ul style="list-style-type: none"> ✓ Geopolitical tensions threatening global supply chains and investments. ✓ Pandemic-induced world financial crisis. ✓ Limited joint programming with other UN agencies. ✓ Dependence on a single donor. |

Overall, the evaluation notes the evidence of both high-quality work and challenges faced by SIPC. In the next phase, SIPC will need to continue building on its strengths (e.g., delivering a high volume of work with low resources), while overcoming its weaknesses (e.g., follow-up and monitoring) for not just delivering results, but also better demonstrating them.

RECOMMENDATIONS

On the basis of findings and conclusions, the evaluation recommends the following:

Recommendations to SIPC:

1. **Balancing activities and follow-up:** SIPC should setup mechanisms for follow-up and monitoring outcomes and results from its activities. This can be achieved either by raising more resources or by prioritizing activities that are more likely to deliver on the core outcomes pertaining to investment and technology transfers. It is important that SIPC pays greater attention to achieving and demonstrating outcomes and impacts by following up and monitoring specific outcomes and results from its work.
2. **Funding and sustainability:** SIPC needs to diversify its resource/funding base for increased long-term sustainability.

Recommendations to the government:

3. **Funding:** Given the importance of SIPC's work on inclusive and sustainable development, SIPC should be granted an extension for another four years. However, SCOFCOM should simultaneously insist on the implementation of a results-based performance measurement system for increased accountability and results reporting (outcome and impact level).

Recommendations to UNIDO:

4. **Systematic RBM mechanisms:** UNIDO ITPO HQ coordination (ITP Network Secretariat), in consultation with SIPC, needs to establish better mechanisms and tools for operationalizing a results-based monitoring and reporting systems. Relatedly, SIPC needs to revise the logical framework in its project document ([Annex XI](#)) to increase its focus on its core outcomes on promoting investment and technology transfer.
5. **Synergies:** UNIDO needs to create greater synergies between SIPC and its field network, especially with UNIDO field office in China, as well as newly revitalized ITPO, in Beijing. This will help facilitate synergistic benefits (e.g., industry focus), especially at the policy level, in the work of two ITPOs and field office in China.
6. **Knowledge management:** ITP Network Secretariat should develop an investment and technology knowledge management strategy with the involvement of all ITPOs to further manage, codify and refer to the diverse knowledge dissemination tools and experiences produced. It should set up a dedicated website and backend databases to collect and incorporate all data as well as to knowledge transfers (e.g., lessons learned) across various ITPOs. It should also facilitate greater interactions, in-person or virtual, among technical experts and ITPO staff. These steps should help the ITPO network to deliver streamlined advisory services to clients in

developed and developing countries. These steps will not just benefit SIPC, but also other ITPOs in the network.

If need be, the above recommendations will be further elaborated under the on-going ITPO network evaluation and subsequently re-issued for consideration by each ITPO and/or other responsible stakeholder, as part of the evaluation report for the ITPO network.

Annex I: Terms of reference

ITPO Network background and overview

Background

In 1976, UNIDO introduced the very first Investment Promotion Services, which would become the UNIDO Network of Investment and Technology Promotion Offices (ITPOs). Since then, UNIDO ITPOs have contributed to reducing development imbalances by brokering investment and technology agreements between developed, developing countries and countries with economies in transition. Located in different hemispheres, the specialized network of UNIDO ITPOs is to open up opportunities for investors and technology suppliers to find potential partners and to offer unique services to both entrepreneurs and business institutions. Through the network, UNIDO working relations with private sector enterprises offer a window of investment and technology opportunity for industrialized nations that would otherwise be unavailable.

Currently, the ITPO global network is comprised of nine independent Investment and Technology Promotion Offices in eight countries worldwide, i.e., in Bahrain (Manama), P.R. China (Beijing and Shanghai), Germany (Bonn), Italy (Rome), Japan (Tokyo), Nigeria (Lagos), Republic of Korea (Seoul), and in the Russian Federation (Moscow). As such, the ITPO global network represents a unique asset for UNIDO, giving it a distinct edge over other organizations involved in investment and technology promotion.

Providing professional support to enterprises for partnership and business negotiations

ITPOs guide potential investors from their host countries and from developing countries at each stage of the investment cycle, from project identification through appraisal to implementation. In doing so, ITPOs offer a full package of up-to-date information on screened and validated investment opportunities, including manufacturing facilities and technology supply sources. ITPOs also provide first-hand knowledge on how to do business in local environments, including on legal and economic aspects.

Operating the Delegate programme for investment and technology promotion

Within this programme, ITPOs host officials from developing countries and economies in transition to give them hands-on training in investment promotion techniques to equip delegates with promotion portfolios of screened investment and technology opportunities from their own countries. Thereafter, delegates act as contact points between their countries and potential foreign partners.

Networking

ITPOs benefit from intra-organizational linkages with other UNIDO networks that operate worldwide, including the UNIDO International Technology Centres (ITCs), Subcontracting and Partnership Exchanges (SPXs), the numerous Export Consortia and the joint UNIDO/ UNEP National Cleaner Production Centres (NCPs), and more recently from UNIDO's Programme for Country Partnership (PCP). Thus, providing value-added services to clients and partners. Furthermore, through the AfriPANet operations and the UNIDO Investment and Technology

Promotion Programme for Africa, ITPOs enjoy strong partnerships with a number of national Investment Promotion Agencies (IPAs) in African countries. More broadly, ITPOs regularly interact with both, public and private entities that foster international business cooperation and partnerships.

Objectives and scope of the evaluation

The evaluation has three specific objectives:

- i. Assess the ITPO network performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact;
- ii. Assess specific ITPOs as case studies to provide lessons and recommendations for their next extensions. Preliminarily, such case studies are planned for the ITPOs **Shanghai, Seoul, Moscow and Bonn**.
- iii. Identify key findings, recommendations and lessons learned to feed into the design and implementation of future phases related to operational ITPOs, and of future ITPOs and related UNIDO services.

With this in mind, the scope of the thematic evaluation will encompass:

- The UNIDO ITPO network framework (policies, strategies, roles and responsibilities, and processes related to its operation);
- ITPO network as a whole, its relevant policies, strategies and processes that affect the design, development, implementation and monitoring of ITPO services under the current ITPO framework;
- Organizational arrangements and coordination of ITPO services within UNIDO headquarters and at country level with the respective UNIDO representation(s), among ITPOs, with other UNIDO networks (e.g., ITC, SPX, RECP), and with partner agencies and institutions
- Assessments of specific ITPOs that are due for a mandatory independent evaluation in form of single case studies as an important input to the thematic evaluation **(additional specific details on the assessment of each ITPO will be prepared separately, and in coordination with each ITPO management and with the ITPO coordination office)**;
- The evaluation will cover the ITPO network operations over the period 2010 to 2019
- For the assessments (individual case studies) of specific ITPOs:
 - ITPO Shanghai will focus on its fifth phase, i.e., September 2017-to date
 - ITPO Seoul will focus on the period January 2017 to May 2020.
 - ITPO Bonn will focus on the period of 2016-to date
 - ITPO Moscow will focus on the period 2015-to date

During the inception phase, the assessment of the limitations and/or re-scoping of the evaluation will be conducted by the evaluation team accordingly, taking into consideration a deeper analysis of data and documents available. Any adjustment of the scope of the evaluation will be cleared by the Office of Evaluation and Internal Oversight.

Evaluation approach and methodology

The evaluation will be conducted in accordance with the UNIDO Evaluation Policy⁶, the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation⁷ and will be guided by the UNIDO Evaluation Manual⁸.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with ITPO network will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Office of Evaluation and Internal Oversight and its Independent evaluation division on the conduct of the evaluation and methodological issues.

The evaluation will use a **theory of change** and/or **SWOT analysis** (strengths, weaknesses, opportunities and threats) approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The thematic evaluation should provide an analysis of the attainment of the ITPOs' main objectives and the corresponding outputs and outcomes. Through its assessments, the evaluation team (ET) should enable the concerned governments and donors, counterparts, UNIDO, and other stakeholders to verify prospects for development impact and sustainability, providing an analysis of the attainment of global objectives, projects' objectives, delivery and completion of projects'-related outputs/activities, and outcomes/impacts based on indicators.

The evaluation will follow up on the ITPO network evaluation done in 2010. In order to take stock of what has effectively been done as a response to this evaluation with respect to the following five overall recommendations:

- The ITPOs should be development oriented, aligned to the needs and priorities of target countries and contribute to the strengthening of capacities of partner institutions
- The alignment to UNIDO priority themes needs to be reinforced (in the current context: ISID principles and relevance to SDG 9)
- The ITPO Network should form an integral part of UNIDO
- There is a need for a clear vision and expanded mandate of the ITPO Network
- There should be stronger direction, guidance and monitoring by the ITPO Coordination Unit and improved management by ITPOs

Data collection methods

⁶ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, dated 1 June 2018)

⁷ UNEG. (2016). Norms and Standards for Evaluation (June 2016)

⁸ UNIDO. (2018). Evaluation Manual (ODG/EIO/IED/16/R.27, March 2018)

The ET will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, statistical analysis, individual interviews, focus group meetings/discussions, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The specific mixed methodological approach will be described in the inception report.

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 ITPOs project document, monitoring reports (such as progress and financial reports), mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence
 - Past evaluation reports related to individual ITPOs, the ITPO network and other relevant past UNIDO strategic evaluations relevant to the evaluation subject
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - All UNIDO ITPO office heads
 - UNIDO Management and staff involved in the ITPO network coordination; and
 - Representatives of donors and counterparts
- (c) **Field visits** will be conducted as part of the individual case studies and independent assessments of the specific ITPOs as feasible, and will include, inter alia:
 - On-site observation of results achieved by the selected ITPOs, including interviews of actual and potential beneficiaries and stakeholders
 - Interviews with the relevant UNIDO ITPOs staff and government stakeholders and authorities dealing with ITPOs activities as necessary
 - Special consideration will be given to the current situation (i.e., COVID-19) and resulting travel limitations in connection with field visits to ITPO locations (country); data collection instruments are to be considered and adapted by the ET accordingly (e.g., conduct of online survey in lieu of field visit);
- (d) **SWOT analysis:** A SWOT analysis will be considered as a key analytical tool to frame and scope the evaluation.
- (e) **Other** interviews, surveys or document reviews as deemed necessary for triangulation purposes

Key evaluation questions and criteria

The overall guiding key evaluation questions will be:

1. To what extent ITPOs function in an effective network with UNIDO HQ, UNIDO Field Offices and national investment promotion or development agencies?
2. What are the distinct roles of ITPOs as parts of the same network?

3. What are dominant features in terms of relevance, efficiency, effectiveness, and impact of ITPOs, based on the independent evaluations already carried out and self-assessments of ITPOs
4. To what extent does ITPO network add value to UNIDO?
5. To what extent are the individual ITPOs operating models similar or different? How solid is the common basis of applied principles, methods, goals, etc.?
6. What are the expected benefits of the ITPOs operating within a network?
7. Are there any successful cases of ITPO networking (e.g. two ITPOs working together; good partnership between an ITPO and one or several field offices)?
8. Is the implementation approach of the ITPOs adequate for a network? (e.g. are the bilaterally funded ITPOs sufficiently manageable for UNIDO or do they respond more to donors than to UNIDO?)

Evaluation process

The evaluation will be implemented in phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- UNIDO Office of Evaluation and Internal Oversight (EIO) – and its Independent Evaluation Division (EIO/IED) identifies and selects the Evaluation team (ET) members in coordination with the UNIDO responsible for the coordination of ITPOs
- Inception phase
 - ✓ Desk review and data analysis: The evaluation team will review projects'-related documentation and literature and carry out a data analysis
 - ✓ Briefing of consultant(s) at UNIDO Headquarters (HQ)
 - ✓ Preparation of inception report: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of relevant progress reports and/or assessments
 - ✓ Interviews, survey
- Field phase
 - ✓ Evaluation field visit(s) to selected ITPOs (case studies)
 - ✓ ET debriefing in the respective field countries to individual ITPO stakeholders
- Reporting phase
 - ✓ After field mission, HQ debriefing by the ET leader with preliminary findings, conclusions, recommendations, and lessons learned
 - ✓ Data analysis and writing of draft evaluation four individual assessments reports (case studies), i.e., for ITPO Shanghai (P.R. China), ITPO Seoul (Republic of Korea), ITPO Moscow (Russian Federation), and ITPO Bonn (Germany)
 - ✓ Submission of draft evaluation and case study reports to EIO
 - ✓ Sharing and factual validation of draft reports with stakeholders
 - ✓ Submission of final evaluation and individual assessment (case study) reports and QA/clearance by EIO
 - ✓ Preparation and submission to EIO of a two pages summary take-away message (brief) for each of the reports, and

- ✓ Snapshot information summarizing key messages for the use in an infographic
- Issuance and distribution by EIO of the final evaluation report with the respective management response sheet(s) and further follow-up, publication of evaluation report in UNIDO intra/internet sites

Evaluation team composition

A staff from the UNIDO Office of Evaluation and Internal Oversight (EIO) will be assigned as Evaluation Manager. He/she will coordinate and provide evaluation backstopping to the evaluation team and will also be part of the evaluation team and, hence, participate in the whole conduct of the evaluation as such. The Evaluation Manager will also ensure the quality of the evaluation throughout its process. The UNIDO responsible for the coordination of ITPOs and Heads of ITPOs will act as resource persons and provide support to the evaluation team and the evaluation manager.

The evaluation team will be composed of at least one international evaluation consultant acting as the team leader, the UNIDO Evaluation Manager, and possibly one national consultant per selected ITPO to be visited for the purpose of individual assessment (case study). The evaluation team members will possess relevant strong experience and skills on evaluation and evaluation management. Expertise and experience in the related technical subject of the ITPOs is desirable. The evaluation consultants will be contracted by UNIDO.

The tasks of each team member are specified in individual terms of reference (job descriptions) in annex 1 to these terms of reference.

According to 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.

Time schedule

Update: In view of the recent context provided by the COVID-19 outbreak, the evaluation process will be extended to and conducted, as much as possible, within a longer period during 2020.

The overall evaluation is scheduled to take place from March to November 2020.

1) March-May:

- Assessment of ITPO Shanghai (on-line), with a field validation when possible later in the year.
- Assessment of ITPO Bonn, including a field mission.
- Preliminary data collection and assessment for the network level (online with all ITPOs)

2) (August-November. **Depending on situation of the COVID-19 outbreak**)

- Assessment of ITPOs Seoul and Moscow, including field missions
- Further data collection and analysis to complete the ITPO network level assessment

The draft evaluation report and individual assessment (case studies) reports will be submitted two to four weeks after the end of the mission.

The final evaluation and individual assessment (case study) reports will be submitted two weeks after comments received together with the evaluation brief and the key information as an input for an infographic.

Evaluation deliverables

Inception report

This evaluation terms of reference (TOR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the evaluation-related documentation and having conducted initial interviews with the concerned resource persons (includes responsible staff for the coordination of ITPOs), the international evaluation consultant/team leader will prepare together with the evaluation team member(s), a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The evaluation inception report will focus on the following elements: preliminary theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the international evaluation consultant/team leader and the evaluation team member(s); evaluation field visits to specific ITPOs, mission plans, including places to be visited (if any), people to be interviewed, and possible surveys to be conducted and a debriefing and reporting timetable⁹.

Evaluation report and individual assessment (case study) reports and review procedures

The draft reports will be delivered to the Evaluation Manager (the suggested report outline is contained in annex 2) and circulated to UNIDO staff and national stakeholders associated with the thematic evaluation and the individual case studies for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft reports provided by the stakeholders will be sent to the Evaluation Manager for collation and onward transmission to the evaluation team leader and the evaluation team members 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 versions of the evaluation report and of the individual assessment (case study) reports.

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report and the

⁹ The evaluator will be provided with a Guide on how to prepare an evaluation inception report and a Guide on how to formulate lessons learned (including quality checklist) prepared by the UNIDO Independent Evaluation Division.

individual assessment (case study) reports. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The thematic evaluation report and the individual assessment (case study) reports should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The reports must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The reports 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 reports should include an executive summary that encapsulates the essence of the information contained in the main 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 and the individual assessment (case study) reports shall be written in English and follow the outline given in annex 2. The ET should submit the final version of the thematic evaluation report in accordance with UNIDO Evaluation standards.

Two pages summary brief

On the basis of the final versions of the evaluation and the individual assessment (case studies) reports the ET is to prepare and submit to the Evaluation Manager two pages summary take-away messages (brief) in English with the key messages of the thematic evaluation and the individual assessments.

Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process), providing inputs regarding findings, recommendations and lessons learned from other UNIDO evaluations, review of inception report and evaluation/individual assessment (case study) reports, and ensuring that the draft evaluation and individual assessment (case study) reports are factually validated by stakeholders.

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 3). The draft and final evaluation and assessment (case study) reports are reviewed by the UNIDO Office of Evaluation and Internal Oversight (EIO). The final evaluation report will be disseminated by this office within UNIDO together with a management response sheet, to Member States and relevant stakeholders, and made publicly available from the UNIDO evaluation website.

Annex II: Methodology

The ITPO network evaluation will utilize a mix-methods approach (using both primary and secondary sources of data). The primary data sources will include, among others, individual interviews, focus group discussions, surveys and direct observation. Secondary data sources

will include desk studies and literature review, statistical analysis and all the documents and archival data available from implementing agencies and their partner organizations.

Due to the COVID-19 outbreak and the current context, the overall evaluation is scheduled to take place from March to November 2020.

3) March-May:

- Assessment of ITPO Shanghai (on-line) – with a **stand-alone assessment report**, that will feed into the ITPO network evaluation report.
- Assessment of ITPO Bonn (on-line). Its findings will be aggregated within the ITPO network evaluation report
- Preliminary data collection and assessment for the network level (online with all ITPOs)

4) (August-November. **Depending on situation of the COVID-19 outbreak**)

- Assessment of ITPOs Seoul and Moscow, including field missions, as possible
- Further data collection and analysis to complete the ITPO network level assessment

The evaluation methodology includes the following three phases and processes; some of which will run concurrently:

Inception Phase

Desk and literature review: The inception phase started with a review of documents provided by the EIO, including but not limited to: (i) The original ITPOs' project documents, monitoring reports (such as progress and financial reports), mid-term review reports, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence, and (ii) Past evaluation reports related to individual ITPOs, the ITPO network and other relevant past UNIDO strategic evaluations relevant to the evaluation subject. Document analysis will also include all other documents that may provide further evidence for triangulation such as information on investment and technology agreements facilitated by the ITPO concerned. During the course of evaluation, the evaluation team will identify and request these documents as needed. Accordingly, document analysis will continue through November 2020 (till submission of draft evaluation report).

Initial consultations: Teleconference/videoconferencing calls with ITPOs in Shanghai and Bonn were used to initiate the evaluation. These consultations helped finalize the scope of evaluation. A field mission to Vienna may be undertaken, if feasible, as needed at some point during the data collection for consultation with key stakeholders.

Preparation of inception report: This phase will conclude with the finalization of the inception report. It included developing theory of change and results matrix, outlining detailed methodology and summarizing preliminary findings for the evaluation.

Field/Data Collection Phase

Field visits: Depending on the feasibility, field missions to Shanghai, Bonn, Moscow and Seoul will be undertaken to collect in-depth data for the assessments of these four ITPOs as well as to provide information for the network as a whole. These missions will include, inter alia: (i) On-site observations of the select ITPOs, (ii) Interviews with the relevant UNIDO ITPOs' staff and government stakeholders and authorities dealing with ITPOs' activities as necessary, and (iii) interviews of actual and potential beneficiaries and stakeholders. In view of the current COVID-19 situation, and resulting travel limitations, field missions may be undertaken virtually, which may necessitate modification of data collection instruments to suit virtual visits (e.g., more extensive use of online interviews and survey).

HQ consultations: These will involve structured and semi-structured interviews and focus group discussion with key stakeholders at HQ, including those responsible for supervision of the ITPO network, UNIDO Management and member-state representatives of donors. Given the current COVID-19 situation, further consultations with stakeholders at UNIDO HQ in Vienna will continue to be conducted virtually.

Online Survey: In order to obtain qualitative and quantitative information from internal and external stakeholders, who cannot be reached via interviews, an online survey of in the ITPO network will be conducted. The survey instrument will be developed in consultation with UNIDO EIO and ITPO offices/network.

Archival data: This involves collection and analysis of additional data and documents, if any, available from partner organizations. This includes data from qualitative and quantitative information collected by these partners from beneficiary jurisdictions and officials. If any pertinent secondary data were available from partner organizations, they would be requested to share it with the evaluation team.

SWOT analysis: Findings and conclusions from this evaluation will be summarized using SWOT analysis to provide an overview to the stakeholders.

Reporting phase

This is the final phase at the conclusion of data collection, ET leader will debrief UNIDO HQ on the preliminary findings, conclusions, recommendations, and lessons learned for factual validation of the draft reports with stakeholders. This also involves the preparation and submission of draft assessments reports (case studies) for ITPOs in Shanghai, Seoul and Moscow, which will be followed up with the submission of the draft evaluation for the network as a whole. After taking into account the feedback from EIO, ITPO network and other stakeholders, the report will be finalized for publication by UNIDO. The finalized report will be used to prepare a two-page summary (brief) for the report/s and key messages for the use in an infographic by UNIDO. The draft individual assessment (case studies) reports will be submitted two to four weeks after the conclusion of the field missions. The final evaluation and individual assessment (case study) reports will be submitted two weeks after comments received together with the evaluation brief and the key information as an input for an infographic.

Annex III: Revised evaluation questions

Following evaluation questions, revised in conformity with the UNEG guidelines, are the focus of this evaluation.

Design, Relevance and Coherence

1. How relevant are ITPOs individually and the network as a whole to UNIDO? Do individual ITPOs have any distinct roles and responsibilities within the network? Are these distinct roles adequately considered in the design of individual ITPOs and their relationship with HQ and the UNIDO network as a whole?
2. How relevant is the ITPO network to the achievement of member-states' UN SDG goals?
3. How well does the ITPO network fit with other interventions of similar nature as well as within the UNIDO's strategy and operations in the targeted countries?

Effectiveness

4. To what extent do ITPOs function in an effective network with UNIDO HQ, UNIDO Field Offices and national investment promotion or development agencies? To what extent have the previous independent evaluations and self-assessments contributed to improving the effectiveness of ITPO network?
5. To what extent did the ITP offices and network achieve the outcomes outlined in the results framework? Did it provide adequate value-for-money for the UNIDO?

Efficiency

6. How efficient have the ITPOs and ITPO network as a whole been in the achievement of results outlined in the results framework?
7. Is the implementation approach of the ITPOs adequate for a network? What are the implications of the bilateral funding model of ITPOs for UNIDO?)

Impact & sustainability

8. What long-term results have the ITPOs and ITPO network as a whole obtained so far? To what extent are these results sustainable?

Human rights and gender equality

9. To what extent is the current set-up of the ITPO network addressing the special needs of the vulnerable populations, including minorities and women? How can this be improved?

Annex IV. Theory of change



Annex V. Evaluation Results Matrix

Impact/Objective: ITPO network supported countries attain a more inclusive and sustainable industrialization-level in conformity with UNIDO’s ISID and UN’s Sustainable Development Goals (in particular, SDG 9) agenda.

Impact indicators: (1) Improvement in inclusive and sustainable industrialization-level in countries supported, (2) Increase in economic and environmental sustainability of industrial sector, (3) Increase in trade and investment flows, and (4) Number of additional jobs created (sex-disaggregated), that can be reasonably attributed to the ITPO network support.

| Outputs | Outcomes (Including Targets, if any) | Performance Indicator of Outcome | Data Source | Data collection method |
|--|--|--|---|--|
| 1.1. Investment & technology transfer opportunities identified, promoted and implemented in countries supported by the ITPO network. | 1. ITPO network supported countries observe increased inward and outward investment in technology, innovation and infrastructure. | # of ITPO-supported investment projects that are (a) concluded and (b) become operational. Value of investments generated in projects implemented. # of ITPO-supported projects that received technology transfers. # of new projects that report innovations in products, services or process portfolio. | ITPOs and key stakeholders/beneficiaries. | Surveys, interviews. Focus group discussions (FGDs), and archival data analysis. |
| 2.1 Technical assistance (e.g., delegates programme, training, advocacy, etc.) to public and private sector institutions. | 2. Enhanced institutional capacity of relevant public/ private sector institutions engaged in FDI & domestic investment, transfer of technology and knowhow including through fielding of delegates. | Self-reported increased in knowledge of supported institutions Self-reported increase in capacity of these institutions to promote technology and investments | ITPOs and key stakeholders/beneficiaries. | Surveys, interviews. FGDs, and archival data analysis. |

| | | | | |
|---|---|---|---|--|
| | | Investment and technology transfers in supported jurisdictions that can be attributed to ITPO support. | | |
| 3.1. Advocacy, awareness campaigns, events, fairs, and other support services aimed at promoting collaboration. | 3. Improved collaboration among institutions and businesses across national boundary lines. | Number of collaboration agreements (e.g., Memorandums of Understanding (MoUs) signed and implemented across national boundary line. | ITPOs and key stakeholders/beneficiaries. | Surveys, interviews. FGDs, and archival data analysis. |
| 4.1 Advocacy, awareness campaigns, events, fairs, and other support services aimed at promoting inclusiveness and environmental sustainability. | 4. Improved inclusivity and sustainability standards observed in the investment and technology proposals supported by ITPOs (as well as their spillover into general industrial standards in the country) | The extent to which ITPO's investment and technology portfolio improved inclusivity and sustainability standards. | ITPOs and key stakeholders/beneficiaries. | Surveys, interviews. FGDs, and archival data analysis. |
| 5.1 Coordination across ITPOs (e.g., proposals, meetings, drafts). | 5. ITPOs function as a collaborative network. | <p>The extent of collaboration in developing, planning and implementation of projects among ITPOs as well as with the UNIDO HQ and UNIDO ITPO HQ coordination.</p> <p>The extent of satisfaction among ITPOs on the support received from UNIDO ITPO HQ coordination.</p> | ITPOs and key stakeholders. | Surveys, interviews. FGDs, and archival data analysis. |

The extent of engagement among ITPOs and their stakeholders and other development partners.

Annex VI. List of Key Documents Reviewed

| No. | Relevant Document | Comments | |
|-----|--|--|------------------|
| 1. | Project 170084 – project document | Project document | |
| 2. | 2018 Annual Report | Main/key specific reports for the 5 th phase of ITPO Shanghai | |
| 3. | 2019 Annual Work Programme | | |
| 4. | 2019 Annual Report | | |
| 5. | 2020 Annual Work Programme | | |
| 6. | Newsletter for First Half of 2019 by ITPO Shanghai | | Progress reports |
| 7. | Newsletter for Aug-Oct 2019 by ITPO Shanghai | | |
| 8. | Self-Evaluation Progress Report by ITPO Shanghai as of Feb. 2020 | Self-evaluation report 2019 | |
| 9. | List of Key Stakeholders for ITPO Shanghai | List of key stakeholders (name, affiliation, emails) | |
| 10. | SJTU-UNIDO MOU | Documents evidencing partnerships convened through ITPO Shanghai | |
| 11. | UNGC - ITPO Shanghai Work Arrangement | | |
| 12. | CIA - ITPO Shanghai Work Arrangement | | |
| 13. | FFI - ITPO Shanghai Work Arrangement | | |
| 14. | UNIDO-ITPO Germany Project Document | Project Document | |
| 15. | UNIDO-ITPO Germany Progress Report, 2017 | Progress Reports | |
| 16. | UNIDO-ITPO Germany Annual Report, 2018 | | |
| 17. | Specific areas of assessment (case study) of the UNIDO-ITPO P.R. China | | |
| 18. | Specific areas of assessment (case study) of the UNIDO-ITPO Seoul, Republic of Korea | | |
| 19. | UNIDO-ITPO Republic of Korea Annual Report, 2013 | | |
| 20. | UNIDO-ITPO Republic of Korea Annual Report, 2016-17 | | |
| 21. | UNIDO-ITPO Republic of Korea Annual Report, 2018 | | |
| 22. | ITPO-Nigeria Highlights 2018 | | Progress Reports |
| 23. | ITPO-Bahrain Annual Report 2018 | | |
| 24. | ITPO-Bahrain 20 Years Book | | |
| 25. | ITPO-Italy Annual Report 2013 | | |
| 26. | ITPO-Italy Annual Report 2014 | | |
| 27. | ITPO-Italy Annual Report 2015 | | |
| 28. | ITPO-Italy Annual Report 2016 | | |
| 29. | ITPO-Italy Annual Report 2017 | | |
| 30. | ITPO-Italy Annual Report 2018 | | |
| 31. | UNIDO-ITPO HQ Coordination Office | UNIDO HQ Coordination structure and functions | |

Annex VII: Data Collection Strategy

| OECD-DAC (Standard Evaluation Criteria) | Data source/ collection method |
|---|---|
| Design, relevance and coherence | |
| 1. How relevant are ITPOs individually and the network as a whole to UNIDO? Do individual ITPOs have any distinct roles and responsibilities within the network? Are these distinct roles adequately considered in the design of individual ITPOs and their relationship with HQ and the UNIDO network as a whole? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data. |
| 2. How relevant is the ITPO network to the achievement of Member States' UN SDGs? | Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data. |
| 3. How well does the ITPO network fit with other interventions of similar nature as well as within the UNIDO strategy and operations in the targeted countries? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data. |
| Effectiveness | |
| 4. To what extent do ITPOs function in an effective network with UNIDO HQ, UNIDO ITPO HQ coordination, UNIDO Field Offices and other representations in the field, and national investment promotion or development agencies? To what extent have the previous independent evaluations and self-assessments contributed to improving the effectiveness of ITPO network? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data. |
| 5. To what extent did the ITPO offices and network achieve the outcomes outlined in the results framework? Did it provide adequate value-for-money for the UNIDO? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data |
| Efficiency | |
| 6. How efficient have the ITPOs and ITPO network as a whole been in the achievement of results outlined in the results framework? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct |

| | |
|---|--|
| 7. Is the implementation approach of the ITPOs adequate for a network? What are the implications of the bilateral funding model of ITPOs for UNIDO?) | observation, and archival data |
| Impact and sustainability | |
| 8. What long-term results have the ITPOs and ITPO network as a whole obtained so far? To what extent are these results sustainable? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data |
| Human rights and gender equality | |
| 9. To what extent is the current set-up of the UNIDO's ITPO network addressing the special needs of the vulnerable populations, including minorities and women? How can this be improved? | Desk review, content and statistical analysis, individual interviews, FGDs, surveys, direct observation, and archival data |

Annex VIII. List of stakeholders interviewed

| ITPO Shanghai: Stakeholders |
|--|
| Mr. Chao YANG, Vice Chairman, Shanghai Municipal Commission of Commerce, Shanghai Municipality (Shanghai, P.R. China) |
| Mr. Wei ZHANG, Director, Division 2 of UN Affairs, China International Center for Economic and Technical Exchange, Ministry of Commerce of China (Beijing, P.R. China) |
| Mr. Feng HUANG, Chairman of SAFI (he is also is Director-General of APMEN Operational Center at the same time), Shanghai Association of Foreign Investment (SAFI) (Shanghai, P.R. China) |
| Ms. Pirgit LAANPUU, Trade and Investment Director in China, Embassy of the Republic of Estonia (Beijing, P.R. China) |
| Mr. Yong GENG, Dean of School of Environmental Science and Engineering & Deputy Dean of School of International Public Affairs, Shanghai Jiaotong University (Shanghai, P.R. China) |
| Ms. Helen WANG, CEO, Cambridge Innovation Academy & BGTA Accelerator (London, United Kingdom) |
| Ms. Haiyan YU, Deputy Director-General of Department of Trade and Investment Promotion, China Council for the Promotion of International Trade (CCPIT) (Beijing, P.R. China) |
| Mr. Zhongbin ZHENG, Director-General, Industrial Internet Innovation Center (Shanghai, P.R. China) |
| Ms. Ye ZHOU, Deputy Secretary-General, Shanghai Private Equity Association (Shanghai, P.R. China) |
| Mr. Jie YU, Founder of Ant Maker, Ant Maker (Shanghai, P.R. China) |
| Mr. Xinyu LIANG, General Manager of Shanghai branch, Best Logistics (Shanghai, P.R. China) |
| ITPO Shanghai |
| Ms. Xiaolei ZHAO, Head of ITPO |
| Ms. Shuhui (Amelie) RUAN, Project Assistant |
| Ms. Hui YE, Investment and Technology Promotion Expert |
| Ms. Hui WANG, Investment and Technology Promotion Expert |
| UNIDO |
| Mr. Bernardo CALZADILLA-SARMIENTO, Managing Director, Directorate of Digitilization, Technology and Agribusiness (DTA) and Director, Department of Digitilization, Technology and Innovation/DTA |
| Mr. Narin SOK, UNIDO Country Representative in Cambodia (Phnom Penh, Kingdom of Cambodia) |
| Mr. Weixi GONG, Chief, Investment and Technology Promotion Division |
| Ms. Lucia CARTINI, Senior Coordinator and Officer-in-Charge, UNIDO Field Office in Tunisia, Regional Division – Arab Region |

Annex IX. Interview Protocols

Interview details:

| | |
|---------------------------------|--|
| Name, organization and position | |
| Location/ITPO site | |
| Time | |
| Interviewee(s) | |

The following interview protocol for in-person or telephonic interviews is comprehensive. Interviewers should customize and adapt questions for each interview based on interviewee's role, time constraints, response, and level of knowledge/ familiarity with topics revealed during interviews. (Note that all interviews should start with informed consent. The interviewee should be made aware that the information they provide will remain confidential and anonymous, they should be told how the information will be used and for what purpose, and they should agree to continue the interview.)

| Interview Questions |
|--|
| 1. What is your role in connection with the UNIDO's ITPO network? Which of its various components (country, field offices, ITPOs, etc.) have you interacted with? |
| 2. From the perspective of your office or organization, what major outcomes is the ITPO network expected to achieve? How would you know if it is delivering those outcomes? |
| 3. Have you observed any increased inward to and outward investment from your country? To what has the work of ITPO supported this? |
| 4. If yes, can you provide information on the number or value of ITPO-supported investment projects that have been (a) concluded and (b) become operational in last 3-5 years? |
| 5. Did any of these ITPO-supported projects receive technology transfers? Did it lead to innovations in products, services or process portfolio? |
| 6. Did you receive any technical assistance from the ITPO? If yes, what type? How useful was it in increasing the capacity of your institution with regard to promoting investments and technology transfers? |
| 7. Has the work of ITPO helped promote collaborations across national boundary lines? If yes, are you participating in or aware of the any collaboration agreements (e.g., MoUs) signed and implemented across national boundary line? |
| 8. If yes, what was your role in such MoUs? To what extent has this experience been useful for your institution? |
| 9. Has the work of ITPI help improve inclusivity and sustainability standards observed in the investment and technology proposals, whether supported by ITPOs or their spillover into general industrial standards in the country? |
| 10. Are you aware of the extent to which ITPO network functions as a cohesive network? To what extent does this network collaborate in developing, planning and implementing projects across various offices? To what extent does the network engage stakeholders and other development partners in these efforts? |

Interview Questions

11. How do ITPOs, UNIDO's field offices and UN country teams (UNCT) contribute to each other's continued relevance at the country level?
12. Do UN reforms and national priorities demand a change in roles and responsibilities of UNIDO/UN/UNCT/ITPO? If so, how?
13. To what extent does the ITPO network meet the needs of stakeholders?
14. What type of support do the ITPOs (strategic, operational, programmatic, results reporting, inter alia) receive from HQ/ field/ RO? (Modify according to interviewee) How could this be improved?
15. What do you expect to gain from this evaluation? What would make it most useful for you and your office/ organization? (Scoping question)
16. What interlinkages do you see between UNIDO's HQ, field offices and ITPOs? How do ITPOs coordinate their work across various component units?
17. What knowledge management systems and practices have been put in place to management organizational learning across various units of ITPO network and HQ?
18. What important actions could field offices take to accelerate the effectiveness of ITPO projects in the targeted countries?
19. What do you consider the main results/ impact of UNIDO's ITPO network? How are results measured? (What evidence?) What results can you point to at the country level?
20. What are the main obstacles to achieving results in the targeted countries? How could those obstacles be overcome?
21. Describe your office's cooperation with national stakeholders. Which lessons learned could be drawn from this cooperation?
22. Describe your organization's cooperation with ITPO units. What lessons can be drawn from this cooperation?
23. From the perspective of your office/organization, what are the strengths and weaknesses of the ITPO network?
24. How do you ensure that ITPO work has been implemented in an efficient and cost-effective way, and that inputs are converted to outputs in a timely and cost-effective manner? What is the role of the field offices on this?
25. What could be done differently to improve ITPO's programme monitoring and reporting? What is the role of the ITPOs in this regard?
26. How and to what extent do ITPOs incorporate human rights and gender dimensions? How satisfied are you with HRG related efforts? What could be done differently or significantly improved?
27. To what extent are the ITPOs sustainable in the long-term, considering also the ownership of targeted Member-States? How can this be improved?
28. What new opportunities and threats are emerging that UNIDO should be aware of in shaping its ITPO network for future? Have you seen any best practices or lessons that should be replicated elsewhere?
29. What form have partnerships taken? Have they been formalized? How is meaningful cooperation facilitated? How regularly does contact with each partner take place? Are joint activities routinely organized? If so, what is the role of ITPOs in the design and

Interview Questions

delivery of workshops, events etc.? What has been the result of partnerships/co-operation?

Annex X. Evaluation work plan

| Task | Responsibility | Timeline 2020 | | | | | | | | | | |
|-----------------------------------|--|---------------|-----------|---------|-------|---------|---------|----------|-----------|----------|-----------|----------|
| | | 3/1-31 | 4/15-5/21 | 5/22-31 | 6/1-7 | 6/10-14 | 6/24-26 | 7/8-7/12 | 7/15-7/31 | 8/1-8/15 | 8/16-9/15 | 11/16-30 |
| Inception: | | | | | | | | | | | | |
| Initial desk review | Consultants | | | | | | | | | | | |
| Draft inception report | Consultants | | | | | | | | | | | |
| Review & Feedback | EIO/IED | | | | | | | | | | | |
| Final inception report | Consultants | | | | | | | | | | | |
| Primary data collection: | | | | | | | | | | | | |
| Online-HQ mission: Vienna | Evaluation team | | | | | | | | | | | |
| Online-Field mission: China | Evaluation team | | | | | | | | | | | |
| Online-Field mission: Germany | Evaluation team | | | | | | | | | | | |
| Field mission: Republic of Korea | Evaluation team | | | | | | | | | | | |
| Field mission: Russian Federation | Evaluation team | | | | | | | | | | | |
| Survey/s | | | | | | | | | | | | |
| Data analysis | | | | | | | | | | | | |
| Data analysis | Consultants | | | | | | | | | | | |
| Reporting: | | | | | | | | | | | | |
| Draft evaluation report | Consultants | | | | | | | | | | | |
| Review & Feedback | EIO/IED + Internal and external Stakeholders | | | | | | | | | | | |
| Final evaluation report | Consultants | | | | | | | | | | | |

Note: Evaluation team = UNIDO EIO/IED + Consultants

Annex XI. Shanghai ITPO: List of Activities (2018-2020)

| Year | Serial Number | Event | Place | Sector | Type | Number of Participants |
|------|---------------|---|-------------------------|----------------|------------|------------------------|
| 2018 | 1 | Chinese-Foreign Investment Promotion Conference | Beijing, China | Multisector | Conference | 300 |
| 2018 | 2 | China Council for International Investment Promotion (CCIIP) | Beijing, China | Health | Meeting | 8 |
| 2018 | 3 | China International Center for Economic & Technical Exchanges Ministry of Commerce (CICETE) | Beijing, China | Green Industry | Meeting | 6 |
| 2018 | 4 | Permanent Mission of the P.R. China to the UNIDO | Beijing, China | Agro-Industry | Meeting | 6 |
| 2018 | 5 | China Association of Enterprises with Foreign Investment (CAEFI) | Beijing, China | Institution | Meeting | 12 |
| 2018 | 6 | China Council for the Promotion of International Trade (CCPIT) | Beijing, China | Institution | Meeting | 10 |
| 2018 | 7 | Nigeria Mission of Trade and Investment Textile Industry | Shanghai-Jiangsu, China | Textile | Study Tour | 7 |
| 2018 | 8 | Mission of Central Asian Countries on NSREB | Shanghai, China | Green Industry | Study Tour | 15 |
| 2018 | 9 | China (Shanghai) International Technology Fair (CSITF) | Shanghai, China | Multisector | Fair | 55400 |
| 2018 | 10 | UNIDO Director General (DG) Meeting with ITPO, Shanghai | Shanghai, China | Institution | Meeting | 7 |
| 2018 | 11 | UNIDO DG Meeting with Vice-Minister of Ministry of Commerce and Mayor of Shanghai | Shanghai, China | Government | Meeting | 6 |

| | | | | | | |
|------|----|--|-----------------|-------------------------|------------|-------|
| 2018 | 12 | UNIDO DAY Belt and Road Cross-border Cooperation Forum | Shanghai, China | Multisector | Forum | 55400 |
| 2018 | 13 | Bridge for Cities Road Show | Shanghai, China | Multisector | Road Show | 400 |
| 2018 | 14 | UNIDO-UNEP Green Industry Platform (GIP) | Beijing, China | Green Industry | Meeting | 6 |
| 2018 | 15 | Xijing Technology | Shanghai, China | AI | Study Tour | 8 |
| 2018 | 16 | Minhang District Doing Business Research | Shanghai, China | Publication and Service | Study Tour | 37 |
| 2018 | 17 | Shenzhen Investment Promotion Agency and Shenzhen Youth Entrepreneurship Promotion Association | Shenzhen, China | Institution | Meeting | 7 |
| 2018 | 18 | 3rd Global Alliance of Ladies Conference | Shanghai, China | Women Empowerment | Conference | 500 |
| 2018 | 19 | 2018 China Development Zone Innovation and Development Conference | Shanghai, China | Multisector | Conference | 300 |
| 2018 | 20 | Global Trade Development Week (GTDW) | Shanghai, China | Multisector | Conference | 50 |
| 2018 | 21 | Indian Bicycle Industry Mission | Shanghai, China | Green Industry | Study Tour | 6 |
| 2018 | 22 | 2018 China Green Development Forum | Beijing, China | Green Industry | Forum | 300 |
| 2018 | 23 | China Council for International Investment Promotion (CCIIP) | Beijing, China | Institution | Meeting | 8 |
| 2018 | 24 | Ant Maker Inc. | Shanghai, China | Education | Study Tour | 16 |
| 2018 | 25 | Yitu Technology | Shanghai, China | AI | Study Tour | 10 |
| 2018 | 26 | Future Food Institute | Shanghai, China | Agro-Industry | Meeting | 4 |
| 2018 | 27 | Green Technology Bank | Shanghai, China | Green Industry | Meeting | 8 |
| 2018 | 28 | Changxing Marine Equipment Industry Park | Shanghai, China | Institution | Meeting | 6 |
| 2018 | 29 | 2nd International Youth Innovation Conference (IYIC) | Shenzhen, China | Multisector | Conference | 900 |
| 2018 | 30 | Shenzhen Investment Promotion Agency | Shenzhen, China | Finance | Meeting | 5 |

| | | | | | | |
|------|----|--|---------------------|-------------------------|------------|-------|
| 2018 | 31 | Qianhai International Liaison Services Ltd. | Shenzhen, China | Multisector | Meeting | 7 |
| 2018 | 32 | Minhang District Doing Business Research | Shanghai, China | Publication and Service | Meeting | 7 |
| 2018 | 33 | Meeting with Officers of Jintan District, Changzhou | Shanghai, China | Government | Meeting | 15 |
| 2018 | 34 | Bridge for Cities | Sichuan, China | Multisector | Road Show | 120 |
| 2018 | 35 | The 20th China International Investment and Trade Fair (CIFIT) in Xiamen | Fujian, China | Multisector | Forum | 50000 |
| 2018 | 36 | Long Yuan TianCe Ltd. | Shanghai, China | Green Industry | Meeting | 8 |
| 2018 | 37 | 2018 World Artificial Intelligence Conference | Shanghai, China | AI | Conference | 50000 |
| 2018 | 38 | Cambodian Delegation | Shanghai, China | Multisector | Study Tour | 6 |
| 2018 | 39 | Yitu Technology | Shanghai, China | AI | Forum | 280 |
| 2018 | 40 | The 4th Asia-pacific Energy Sustainable Development High-end Conference | Tianjin, China | Green Industry | Conference | 300 |
| 2018 | 41 | Cambodian Investment and Trade Conference | Shanghai, China | Multisector | Conference | 50 |
| 2018 | 42 | Future Food Institute | Shanghai, China | Agro-Industry | Meeting | 3 |
| 2018 | 43 | Meeting with Qingdao Government Leader | Shanghai, China | Government | Meeting | 7 |
| 2018 | 44 | Bridge for Cities | Vienna, Austria | Multisector | Conference | 1050 |
| 2018 | 45 | Commercial Officer from Estonia | Shanghai, China | Government | Meeting | 3 |
| 2018 | 46 | Visit to ITPO, Italy | Roma, Italy | Multisector | Study Tour | 10 |
| 2018 | 47 | 2018 World Investment Forum | Geneva, Switzerland | Multisector | Forum | 4000 |
| 2018 | 48 | Investment Promotion Bureau of National Economic and Technological Development Zone of Guiyang | Shanghai, China | Government | Meeting | 3 |

| | | | | | | |
|------|----|---|------------------|-------------------------|----------------------|-----|
| 2018 | 49 | Foreign Investment Department of Shanxi Province | Shanghai, China | Government | Meeting | 5 |
| 2018 | 50 | Meeting with Officer of Vienna City Hall | Shanghai, China | Government | Meeting | 3 |
| 2018 | 51 | Pujiang Innovation Forum | Shanghai, China | Green Industry | Forum | 250 |
| 2018 | 52 | Green Technology Bank Summit Forum | Shanghai, China | Green Industry | Forum | 200 |
| 2018 | 53 | The 9th Annual Meeting of the China-Chile Entrepreneurs Committee | Shanghai, China | Multisector | Conference | |
| 2018 | 54 | Quality Infrastructure Facilitates Trade and Sustainable Development, CIIE | Shanghai, China | Multisector | Forum | 400 |
| 2018 | 55 | Ceremony of Center of Excellence | Shanghai, China | Institution | Ceremony | 100 |
| 2018 | 56 | Decoding “ESG” | Shanghai, China | Institution | Seminar | 23 |
| 2018 | 57 | "Looking for a Blue Sea of Cross-Industry Innovation” | Shanghai, China | Multisector | Seminar | 50 |
| 2018 | 58 | Business Environment Evaluation Report for Minhang | Shanghai, China | Publication and Service | Seminar | 100 |
| 2018 | 59 | Green Industrial Park and Green Industrial Development | Shanghai, China | Green Industry | Seminar | 40 |
| 2018 | 60 | Future Food Institute | Shanghai, China | Agro-Industry | Meeting | 3 |
| 2018 | 61 | Project Signing Ceremony of Further Opening-Up Measures in China(Shanghai) Pilot Free Trade Zone & Announcement of Service Specialist Package for Key Companies | Shanghai, China | Government | Ceremony | 50 |
| 2018 | 62 | Shanghai Development Park Association | Shanghai, China | Institution | Meeting | 4 |
| 2018 | 63 | China International Green Innovation Technology Products Exhibition | Guangdong, China | Green Industry | Exhibition and Forum | 500 |
| 2018 | 64 | The 6th Development Zone Dialogue Top 500 Companies Activity | Jiangxi, China | Government | Conference | 200 |
| 2018 | 65 | Best Logistics Technology (Chinese) Co. Ltd | Shanghai, China | Logistics | Meeting | 4 |

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|------|----|---|-----------------|---------------------------|------------------|-----|
| 2018 | 66 | Annual Dinner of American Commerce Chamber at Shanghai | Shanghai, China | Government | Banquet | 50 |
| 2018 | 67 | China Entry & Exit Inspection and Quarantine Association (CIQA) | Shanghai, China | Institution | Meeting | 5 |
| 2018 | 68 | 2018 Bund Finance · Shanghai International Private Equity Forum | Shanghai, China | Finance | Forum | 400 |
| 2018 | 69 | International Cooperation Meeting of Intelligent Manufacturing Innovation | Shanghai, China | Intelligent Manufacturing | Seminar | 80 |
| 2018 | 70 | WeWork Companies Inc. | Shanghai, China | Multisector | Meeting | 4 |
| 2018 | 71 | China Entry & Exit Inspection and Quarantine Association (CIQA) | Shanghai, China | Institution | Meeting | 6 |
| 2018 | 72 | Activity of “Investment and Economic Cooperation and Exchanges between China and Japan” | Shanghai, China | Institution | Activity | 100 |
| 2019 | 1 | 5G Rebuilding Industry Application” Seminar | Shanghai, China | Digital Industry | Seminar | 35 |
| 2019 | 2 | Greek National Pavilion Opening Ceremony in Shanghai Free Trade Zone | Shanghai, China | Trade | Opening Ceremony | 60 |
| 2019 | 3 | Greek Government Visited ITPO Shanghai Office | Shanghai, China | International Cooperation | Meeting | 10 |
| 2019 | 4 | the Working Conference of Chinese and Foreign Investment Institutions | Beijing, China | Investment | Meeting | 25 |
| 2019 | 5 | SIPP Work Exchange Conference | Shanghai, China | Investment | Meeting | 10 |
| 2019 | 6 | Board of Directors Retreat 2019 | Vienna, Austria | Impact Innovation | Meeting | 45 |
| 2019 | 7 | ITPO Shanghai visited the Consulate General of Malaysia | Shanghai, China | International Cooperation | Meeting | 5 |
| 2019 | 8 | Three Gorges Corporation visited ITPO Shanghai | Shanghai, China | International Cooperation | Meeting | 8 |
| 2019 | 9 | Local Government Theme Forum on Business Environment | Shanghai, China | Business Environment | Forum | 40 |
| 2019 | 10 | Chongming District Government visited ITPO Shanghai | Shanghai, China | Ecological Agriculture | Meeting | 7 |

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|------|----|---|-------------------|---------------------------------|-------------|------|
| 2019 | 11 | Hannover Messe | Hannover, Germany | International Cooperation | Conference | 6500 |
| 2019 | 12 | The Global Industrial Internet Conference | Wuzhen, China | Cyberspace | Conference | 1500 |
| 2019 | 13 | Interpretation of Foreign Investment Law Seminar | Shanghai, China | Foreign Investment | Seminar | 40 |
| 2019 | 14 | UNIDO Day | Shanghai, China | YRD Region Development | Conference | 600 |
| 2019 | 15 | Global Manufacturing and Industrialization Summit CONNECT SHENZHEN | Shenzhen, China | Industry 4.0 | Conference | 500 |
| 2019 | 16 | Cooperation with Shanghai Trusted Industrial Control Platform(TICPSH) | Shanghai, China | Industry and Innovation | Meeting | 9 |
| 2019 | 17 | The EXPO 2019-1st International Development Cooperation Fair | Rome, Italy | Job and Innovation | Fair | 1000 |
| 2019 | 18 | ITPO Shanghai visited Asia-Pacific Finance and Development Institute (AFDI) | Shanghai, China | Capacity Building | Meeting | 10 |
| 2019 | 19 | Training on Tariff Goods by USA | Shanghai, China | Trade | Training | 80 |
| 2019 | 20 | Shanghai Data Center Industry Development Forum | Shanghai, China | Digital Industry | Meeting | 17 |
| 2019 | 21 | Austrian Startup Nite-Pitch and Networking Event | Shanghai, China | International Cooperation | Matchmaking | 40 |
| 2019 | 22 | Visit to Department of Commerce and industry parks of Anhui Province | Anhui, China | YRD Region Development | Meeting | 20 |
| 2019 | 23 | Mongolia free trade agreement workshop | Shanghai, China | Trade | Training | 30 |
| 2019 | 24 | Sharing meeting for filing of venture capital enterprises and implementation of tax preferential policies | Shanghai, China | Entrepreneurship and Investment | Seminar | 20 |
| 2019 | 25 | Go to China Camp | Shanghai, China | AI | Matchmaking | 40 |
| 2019 | 26 | Training on the comparison of export control systems between China and the US | Shanghai, China | Trade | Training | 80 |
| 2019 | 27 | Hubei government delegation visited ITPO Shanghai | Shanghai, China | Cooperation | Meeting | 10 |
| 2019 | 28 | Lecture on equity incentive | Shanghai, China | Investment | Training | 40 |

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|------|----|---|-----------------|---|-------------|--------|
| 2019 | 29 | Workshop of Xuhui trading group of CIIE | Shanghai, China | Foreign Investment | Training | 40 |
| 2019 | 30 | First open class on SCPro registered supply chain manager | Shanghai, China | Supply Chain | Seminar | 60 |
| 2019 | 31 | UNIDO signed MOU with SJTU | Shanghai, China | Cooperation | Meeting | 20 |
| 2019 | 32 | World Artificial Intelligence Conference 2019 | Shanghai, China | AI | Conference | 240000 |
| 2019 | 33 | 2019 World Manufacturing Conference | Anhui, China | Industry and Innovation | Conference | 4000 |
| 2019 | 34 | Austrian Consulate officers visited ITPO Shanghai | Shanghai, China | International Cooperation | Meeting | 8 |
| 2019 | 35 | The 4th Bridge for Cities Event | Vienna, Austria | Industry and Innovation, City Development | Conference | 800 |
| 2019 | 36 | The 21st China International Industrial Fair | Shanghai, China | YRD Region Development | Conference | 2000 |
| 2019 | 37 | Saudi Public Investment Fund Delegation - Shanghai Investors and Technology Entrepreneurs Meeting | Shanghai, China | International Cooperation | Meeting | 90 |
| 2019 | 38 | A training course of Investment Promotion Service Ambassadors | Shanghai, China | Investment | Training | 60 |
| 2019 | 39 | Seminar on Trade and Investment Facilitation for Russian-speaking Countries | Shanghai, China | Trade and Investment | Training | 21 |
| 2019 | 40 | Matchmakings of Estonia and Minhang District | Shanghai, China | International Cooperation | Matchmaking | 40 |
| 2019 | 41 | Industrial Design Conference | Yantai, China | Industrial Design | Conference | 500 |
| 2019 | 42 | Seminar on Russian trade and investment facilitation | Shanghai, China | Trade and Investment | Training | 40 |
| 2019 | 43 | Visit to the Pinghu Economic Development Zone | Zhejiang, China | Industry Park | Meeting | 10 |
| 2019 | 44 | The opening meeting of the business environment consulting report of Shanghai Minhang District | Shanghai, China | Business Environment | Meeting | 15 |

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|------|----|--|-----------------|---------------------------|------------|--------|
| 2019 | 45 | Wood Education Seminar | Shanghai, China | Industry | Seminar | 60 |
| 2019 | 46 | 2nd China International Import Expo | Shanghai, China | International Cooperation | Conference | 910000 |
| 2019 | 47 | Seminar on "Resolution and Challenges of Fund Liquidation and Relevant Dispute" | Shanghai, China | Investment | Seminar | 70 |
| 2019 | 48 | Visited University of Ulsan in Korea | Ulsan, Korea | Industry Park | Study Tour | 9 |
| 2019 | 49 | The 12th Kawasaki International Eco-Tech Exhibition | Kawasaki, Japan | Green Technology | Conference | 400 |
| 2019 | 50 | The Yangtze River Delta Offshore Innovation Forum | Shanghai, China | YRD Region Development | Forum | 250 |
| 2019 | 51 | Launch of the course: the Operation of Sustainable Cities and Theme Parks | Shanghai, China | Industry Park | Training | 48 |
| 2019 | 52 | International Blockchain Empowering Traditional Industry Summit | Shanghai, China | Blockchain | Conference | 550 |
| 2020 | 1 | 2020 Industrial Internet Innovation and Development Conference | Shanghai, China | Industrial Internet | Conference | 300 |
| 2020 | 2 | Meeting with Industrial Transformation Research Institution | Shanghai, China | Industrial research | Meeting | 8 |
| 2020 | 3 | Meeting with Shanghai Women's Federation | Shanghai, China | Woman empowerment | Meeting | 7 |
| 2020 | 4 | Meeting with Shanghai Association of Female Entrepreneurs | Shanghai, China | Woman empowerment | Meeting | 8 |
| 2020 | 5 | Meeting with Pudong Smart City Research Institution | Shanghai, China | AI+City | Meeting | 6 |
| 2020 | 6 | Meeting with SMEDA , Ministry of Industries and Production, Government of Pakistan | Zoom | Investment Promotion | Meeting | 5 |
| 2020 | 7 | Meetings with UNGC and relevant Shanghai authorities | Shanghai, China | Global Cooperation | Meeting | 10 |
| 2020 | 8 | Thematic meeting on UNIDO ITPO Shanghai/SIPC | Zoom | Project Cooperation | Meeting | 10 |

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|------|----|---|-----------------|---------------------------|------------|---------------|
| 2020 | 9 | Meeting with School of Environmental Science and Engineering | Shanhgai, China | Sustainable Technology | Meeting | 8 |
| 2020 | 10 | UNIDO Intelligent Manufacturing Project 2020 Expert Committee Webinar on Covid-19 crisis management | Zoom | Intelligent Manufacturing | Webinar | 100 |
| 2020 | 11 | Meeting with IDEO | Shanhgai, China | Technology Promotion | Meeting | 4 |
| 2020 | 12 | Meeting with Swedish Environmental Research Institute | Shanhgai, China | Technology Promotion | Meeting | 5 |
| 2020 | | | | | | |
| 2020 | 13 | Shanghai International Forum on Women's Development | Online | Woman empowerment | Conference | 5000 |
| 2020 | 14 | China (Shanghai) International Technology Fair (CSITF) | Online | Technology Promotion | Conference | 300 |
| 2020 | 15 | The opening ceremony of World Artificial Intelligence Conference(WAIC) | Online | Global Cooperation | Conference | 1,000,000,000 |
| 2020 | 16 | WAIC-Women's Elite Forum | Online | Woman empowerment | Conference | 500 |
| 2020 | 17 | WAIC International Day - UNIDO Sustainable Technology Innovation and Global Cooperation Roadshow | Online | Global Cooperation | Conference | 500 |
| 2020 | 18 | WAIC-Smart City summit | Online | Global Cooperation | Conference | 500 |
| 2020 | 19 | WAIC-Global Industrial Intelligence Summit | Online | Global Cooperation | Conference | 500 |

Annex XII. Other supporting evidence

Table A1: China: Foreign Direct Investment: inflows and outflows

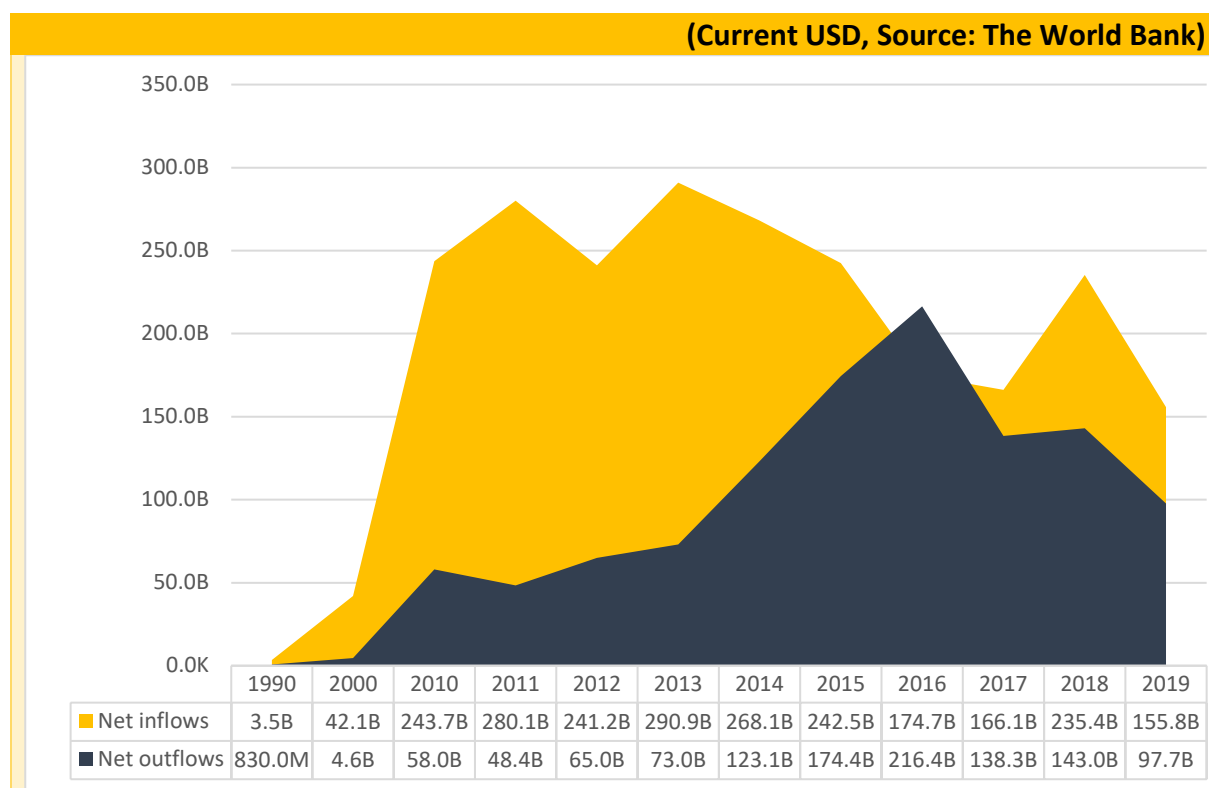


Table A2: UNIDO's organizational structure (organigram)

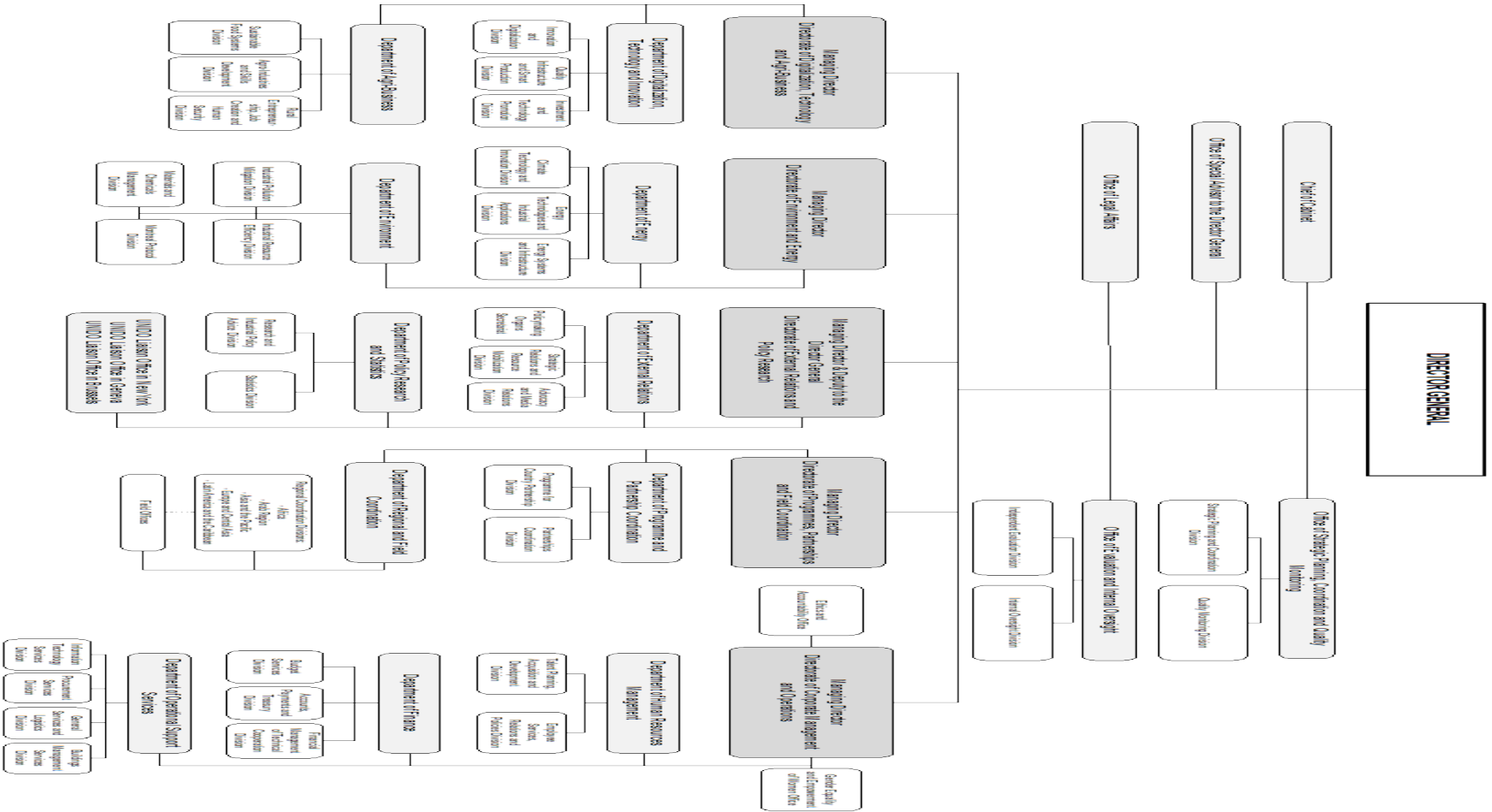


Table A3: SIPC staff at a glance

| No. | 2018 | 2019 | 2020 |
|-----|--|---|------------------------------------|
| 1 | Ms. Xiaolei Zhao, Head | Ms. Xiaolei Zhao, Head | Ms. Xiaolei Zhao, Head |
| 2 | Ms. Chenglin Wang, National Expert | Ms. Hui Wang, National Expert | Ms. Hui Ye, National Expert |
| 3 | Ms. Hui Wang, National Expert (2018.8-present) | Ms. Hui Ye, National Expert (2019.8-present) | Ms. Hui Wang, National Expert |
| 4 | Ms. Lihua Wang, Project Assistant | Ms. Shuhui Ruan, Project Assistant (2019.7- present) | Ms. Shuhui Ruan, Project Assistant |
| 5 | Mr. Wenhui Zheng, Driver | Mr. Wenhui Zheng, Driver | Mr. Xiaofeng Tang, Driver |
| 6 | Ms. YiLi Huang, National Expert (2018.1-6) | Ms. Chenglin Wang, National Expert (2019.1-2019.6) | |
| 7 | | Ms. Lihua Wang, Project Assistant (end at 2019.1) | |

Table A4: Financial expenditure (2017-20, USD)

| Budget Lines | Description | 2017 | 2018 | 2019 | 2020 | Total |
|--------------|-----------------------------------|---------------|-------------------|-------------------|-------------------|-------------------|
| BL 1100 | Staff & International Consultants | - | 4,656.46 | - | 10,633.09 | 15,289.55 |
| BL 1500 | Local travel | - | 35,260.00 | 32,828.70 | 5,591.54 | 73,680.24 |
| BL 1600 | Staff Travel | - | 7,982.57 | 1,139.28 | 0.4 | 9,122.25 |
| BL 1700 | National Consult./Staff | - | 205,247.86 | 203,618.04 | 127,921.04 | 536,786.94 |
| BL 2100 | Contractual Services | - | 11,696.94 | 3,898.43 | - | 15,595.37 |
| BL 3000 | Train/Fellowship/Study | - | 2,874.36 | 1,505.92 | - | 4,380.28 |
| BL 3500 | International Meetings | - | - | 791.75 | - | 791.75 |
| BL 4300 | Premises | - | - | 530.12 | - | 530.12 |
| BL 4500 | Equipment | - | - | 13,673.91 | -6,498.74 | 7,175.17 |
| BL 5100 | Other Direct Costs | 851.23 | 20,156.74 | 18,307.91 | 2,602.77 | 41,918.65 |
| Grand Total | | 851.23 | 287,874.93 | 276,294.06 | 140,250.10 | 705,270.32 |