



eio
independent
evaluation

EvalNews

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

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

Dear Colleagues,

I am pleased to keep you updated on the latest developments regarding EIO's independent evaluation activities and products.

As you are aware, the UNIDO independent evaluation function provides credible and useful assessment of the relevance, efficiency, effectiveness, coherence, sustainability and impact of UNIDO operations and interventions, inter alia, to:

- Contribute to evidence-based planning and programming, and informed decision-making
- Add value and improve the work of the Organization
- Drive innovation and foster organizational learning
- Contribute to greater results accountability and build trust for a more impactful Organization that drives transformational change.

Highlights: since the previous EvalNews issuance:

- | | |
|---|---|
| ✓ Country Evaluation of the People's Republic of China | ✓ Revised EIO Evaluation Manual |
| ✓ Strategic Evaluation of IDDA III | ✓ Updated approach to independent evaluation and self-evaluation in UNIDO |
| ✓ Briefing to Member States | ✓ New Recommendations and Lessons Learned Database |
| ✓ First inter-agency evaluation workshop of the GEF (Rome, Italy) | |

I invite you to further engage with us and EIO colleagues look forward to continue working with you in 2025!

With best regards,

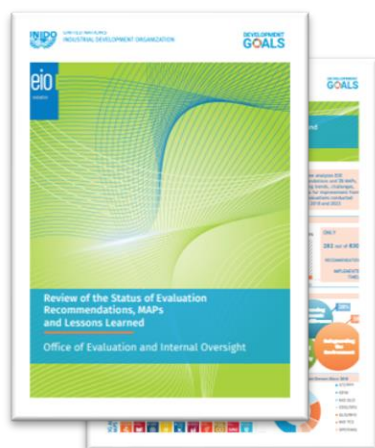
Javier Guarnizo

Director

Office of Evaluation and Internal Oversight (EIO)

LATEST KEY EVALUATION PRODUCTS

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

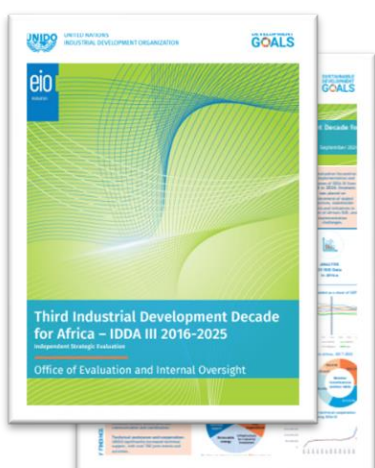


Review Report: [Status of Evaluation Recommendations, MAPs, and Lessons Learned](#) and its [Infographic](#)

This review provides a comprehensive overview of the EIO evaluation recommendations, management action plans (MAPs), and lessons learned. It covers 16 strategic and country evaluations and 137 project evaluations conducted by EIO from 2018 to 2023. The purpose of this review was to reveal trends and patterns and to identify areas for improvement on the acceptance, follow-up, and implementation of evaluation results.

Key findings highlight how only 282 out of 830 recommendations were implemented timely. The utilization of lessons learned post-issuance is not documented and therefore difficult to assess.

This suggests a need for enhanced follow-up mechanisms and the better integration of evaluation insights into operational practice.

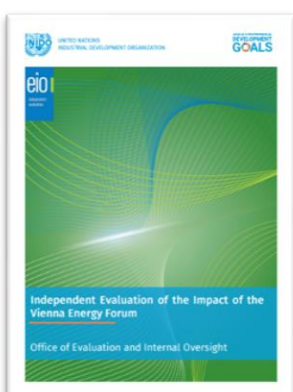


Evaluation Report: [Third Industrial Development Decade for Africa – IDDA III 2016-2025](#) and its [Infographic](#)

This report presents the independent strategic evaluation of the Third Industrial Development Decade for Africa (IDDA III), an initiative launched by the United Nations General Assembly to promote inclusive and sustainable industrial development (ISID) across Africa from 2016 to 2025.

The initiative, led in its execution by UNIDO, aims to overcome hindrances to ISID in Africa, including limited economic diversification, weak physical and economic infrastructure development, and shortages in human capital, among others. IDDA III leveraged strategic partnerships with the African Union, regional economic communities, and various international stakeholders to achieve its goals.

The evaluation concluded that IDDA III has been a relevant programme for ISID in Africa, and it is also coherent with existing major flagship frameworks. However, IDDA III fell short of its full potential due to the challenges faced in its implementation. The specific recommendations derived from the findings and conclusions include a need for better resource allocation to the coordination of future similar initiatives, the creation of a database for knowledge management, and a need for a programmatic approach in future initiatives. Moreover, the design of a potential successor to IDDA III should be radically different. It should follow the ECOSOC Guidelines for International Decades by allowing sufficient time between the proclamation of the decadal plan and the start of its implementation. It should also be framed within an enhanced African ownership, stronger governance and coordination, enhanced resource mobilization, and a robust monitoring and evaluation framework.



Evaluation Report: [Impact of the Vienna Energy Forum](#)

The independent evaluation assessed the impact of the International Vienna Energy and Climate Forum (IVECF), formerly Vienna Energy Forum (VEF), henceforth simply the forum, for the period 2009-2023 with a special focus on the last five years.

The forum's primary goal has been to create a vibrant, interactive, and inclusive environment that facilitates stimulating discussions on crucial issues related to the sustainable energy discourse and encourages the

proposal of practical solutions for promoting sustainable energy development.

The evaluation found that the forum is well-aligned with emerging global priorities on sustainable energy. It has seen significant growth in participation over the years, which spotlights its rising significance. The forum has catalyzed policy and technology discussions and community projects globally over the years through its insights and partnerships. It has contributed to the global sustainable energy agenda over the past decade, both through high-level policy impacts at international events like COP as well as through on-ground delivery. Through its platforms, various projects have gained visibility and access to potential support, exemplifying its capacity to facilitate meaningful connections and contribute to advancing sustainable energy solutions. Sustaining this impact hinges on expanding its reach and scope further. By exposing industry players to emerging innovations, this forum has also contributed to new product developments and sustained corporate engagement. However, overall data to comprehensively assess this forum's long-term impact remains constrained.



Evaluation Report: [Independent Country Evaluation of The People's Republic of China](#) and its [infographic](#).

The evaluation assessed UNIDO's engagement in China from 2016 to 2024, focusing on its contributions through the Country Programs (CPs) and the ongoing Inclusive and Sustainable Industrial Development (ISID) program (2021-2025). It aimed to measure progress, inform future interventions, and guide the development of the next CP. The evaluation found that UNIDO made significant contributions to China's industrialization efforts, particularly in improving the performance of the manufacturing sector, fostering green growth and rural revitalization, and driving innovation. UNIDO also played a pivotal role in transitioning China from a recipient of development assistance to an active contributor to global sustainable development. However, challenges were identified in coordination, communication, and project management processes between UNIDO headquarters, its field office, and projects in China. The evaluation recommended strengthening project management and operational efficiency, establishing high-level industrial policy dialogues with Chinese ministries to address emerging trends, developing programs to help small and medium enterprises (SMEs) transition to greener production, and leveraging Fourth Industrial Revolution technologies to promote innovation-driven industrial growth.

ANNOUNCEMENTS



UPDATED EVALUATION MANUAL

The latest update of the UNIDO [Evaluation Manual](#) has been published.

The UNIDO Evaluation Manual is designed to provide clarity and consistency for UNIDO staff, consultants, and management in their evaluation roles. It also offers insight to stakeholders, enhancing their understanding of the evaluation process and its impact on UNIDO's effectiveness.



IMPORTANT: UPDATED APPROACH TO INDEPENDENT EVALUATION AND SELF-EVALUATION IN UNIDO

EIO has updated the approach and requirements for evaluations and to further enhance value through more strategic and relevant independent evaluations and to further instill a results-based culture, including stronger monitoring and reporting of all TC projects or programmes as follows:

- **Previous threshold of USD 2 million project volume for conducting an independent evaluation is no longer applicable**
- **All TC projects or programmes must be evaluated, either through a Self-Evaluation (SE) or an Independent Evaluation (IE)**

- **EIO will identify which projects/programmes will have an independent evaluation (IE)** and inform the respective project management office/division/unit accordingly
- **In case an independent evaluation is required by a funding partner**, this needs to be reflected in the programme/project document and/or cooperation/funding agreement **and such a requirement has to be agreed with and cleared by EIO accordingly**

Note: EIO has engaged with **SPP/SPM** and will work with them as needed to further operationalize the UNIDO Monitoring and Reporting Policy (e.g., training, guidance, and templates)



LESSONS LEARNED AND RECOMMENDATIONS DATABASE

This database compiles all recommendations and lessons learned from EIO evaluations. It serves as a tool to track and update the implementation status of project evaluation recommendations, and as a knowledge management resource containing lessons learned from independent evaluations. You can find it [here](#).



GEF INTER-AGENCY EVALUATION WORKSHOP IN ROME

EIO was invited to the first inter-agency evaluation workshop of the GEF, “Strengthening Evaluation in the GEF Partnership: A Knowledge Sharing Event”, jointly sponsored by the GEF Independent Evaluation Office (IEO) and the FAO-GEF Unit. It took place from 1 to 2 October 2024 in Rome, Italy.



EIO BRIEFING TO MEMBER STATES IN SEPTEMBER 2024

On 25 September 2024, EIO conducted a debriefing to Permanent Missions to provide Member States with a summary of results from recent evaluations and internal audit engagements, highlighting key findings, recommendations and management action plans, as well as ongoing and planned engagements under the EIO [work plan for 2024–2025](#).



UN+ VIENNA EVALUATION NETWORK MEETINGS

The UN+ Vienna Evaluation Network met at the VIC on two occasions in 2024, in June and September. At the first meeting, held on 27 June, EIO delivered a presentation on the use of AI and other IT tools in evaluation. The focus of the second meeting, on 4 October, was the main takeaways from the European Evaluation Conference.



NEW EIO STRATEGY 2025-2029

EIO is currently preparing its new strategy 2025-2029, based on the assessment of the current EIO strategy 2020-2024, which was formally reviewed in 2023. The purpose of the EIO strategy remains that of a road map that ensures the alignment of EIO activities and adds value to UNIDO. The EIO strategy is the framework that guides the development of EIO biennial work plans.

PROJECT EVALUATION REPORTS

Highlight: Independent terminal evaluation of SwitchMed II (ID 180228) - [Report](#) and [infographic](#).

SwitchMed II demonstrated strong alignment with global and national sustainable development agendas, promoting sustainable economic growth, innovation, and environmental protection, though deeper integration with national agendas and more flexible financial support for green entrepreneurs could enhance its relevance. While coherence with national policies was strong, coordination across project components and regional integration were less effective, limiting potential synergies. The project was generally efficient, though hindered by administrative delays and financial management challenges. Effectiveness was notable, with most objectives met, but financial sector engagement and coordination among partners lagged. Progress toward long-term impact was evident, though challenges remain in scaling effects and ensuring sustainability, particularly in entrepreneurship initiatives and national ownership. Despite these hurdles, the project has laid a foundation for continued positive environmental and economic outcomes, supported by strategic partnerships.

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

- [Towards sustainable energy for all in Mozambique \(ID 250263\)](#)
- [Introduction of an environmentally sound management and disposal system for PCB wastes and PCB decontaminated equipment in Indonesia PCB \(ID 130249\)](#)
- [Industrial capacity-building, policy advice, and diagnostics for the green recovery of Ukraine \(ID 230030\)](#)
- [Promoting women's empowerment for inclusive and sustainable industrial development in the MENA region \(Phase II\) \(ID 170136\)](#)
- [Environmentally sound management of PCB wastes and PCB-contaminated equipment in Sri Lanka \(ID 150050\)](#)

VALIDATION AND QUALITY ASSURANCE OF GEF PROJECT EVALUATIONS

In line with the Guidelines for Conducting Terminal Evaluations of Full-Size Projects, GEF Agencies can use either of two broad approaches — or a combination of the two — to ensure the independence of terminal evaluation. In the first approach, the evaluation unit of an Agency commissions, conducts, and/or manages a terminal evaluation. In the second approach, an Agency's operations unit manages, conducts, and/or commissions a terminal evaluation; the Agency evaluation unit then validates the evaluation and re-rates project performance. EIO's independent evaluation function quality assessed and validated below two self-evaluations:

- POPs and chemical pollution solutions through area-based-eco-effective management (ID 150073) in the People's Republic of China
- Strategic program to promote renewable energy and energy efficiency investments in the electricity sector of São Tomé and Príncipe (ID 150124)

ONGOING AND UPCOMING EVALUATIONS

The Terms of Reference of our ongoing evaluations can be accessed on our [website](#) and in the hyperlink.

- [TOR. Independent mid-term evaluation. GLOBAL. Global Market Access Programme \(GMAP\) \(UNIDO Project No. 180025\)](#)
 - [ToR. TE of the project Improving Inclusive And Sustainable Agro Value Chains Development, Including The Ibo Specialty Coffee One, of Cabo Delgado and Manica Provinces Through Public Private Partnership Approach \(UNIDO ID 170217\)](#)
 - [ToR. Independent terminal evaluation of the project The Project for Agri-Food and Agro-Industry Development Assistance \(PAFAID\) \(UNIDO ID 180109\)](#)
 - [ToR. Independent terminal evaluation of the project Greening of Scrap Metal Value Chain through the Promotion of BAT/BEP to Reduce U-POPs Releases from Recycling Facilities \(UNIDO ID 150186\)](#)
 - [ToR. Independent terminal evaluation of the project Sustainable-city development in Malaysia \(UNIDO ID 150046\)](#)
 - [ToR. Independent terminal evaluation of the project Building institutional capacities for the sustainable management of the marine fishery in the Red Sea State Phase II \(UNIDO project ID 170230\)](#)
 - [TOR. Independent terminal evaluation. SENEGAL. Resilience and recovery programme for micro, small and medium-sized enterprises in Senegal. UNIDO project ID 210011](#)
 - [TOR. Independent terminal evaluation of the project UNIDO Investment and Technology Promotion Office \(ITPO\) Beijing](#)
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- [TOR. Independent terminal evaluation. Strengthening of national initiatives and enhancement of reg. coop. for the env. sound management of POPs in waste of electronic or electrical equipment \(140297\)](#)

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

ABOUT EIO EVALUATION FUNCTION

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

KEY UNIDO EVALUATION RESOURCES

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

NEW EXTERNAL PUBLICATIONS AND RESOURCES

- [United Nations Evaluation Group \(UNEG\). 2024. Small Evaluation Function Strategy.](#)
- [United Nations Evaluation Group \(UNEG \). 2024. Guidance on Integrating Human Rights and Gender Equality in Evaluations](#)
- [United Nations Evaluation Group \(UNEG\). 2024. Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action](#)
- [OECD - DAC. 2024. Glossary of Key Terms in Evaluation and Results-Based Management for Sustainable Development \(Second Edition\)](#)



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