

Independent Evaluation Division
Office of Evaluation and Internal Oversight



**Independent Thematic Evaluation
UNIDO Investment Technology
Promotion
Offices' Network**



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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UNIDO INVESTMENT TECHNOLOGY PROMOTION
OFFICES' NETWORK



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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Note:

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Abbreviations and acronyms

Abbreviation	Meaning
AI	Artificial Intelligence
AICEI	Arab Regional Centre for Entrepreneurship and Investment Training [in Bahrain]
BBS	Bahrain Businesswomen's Society
CCA	Common Country Analysis
CICETE	China International Center For Economic And Technical Exchanges
CIIC	UNIDO Centre for International Industrial Cooperation
CNY	Chinese Yuan
CO	Country Office
CoE	Center of Excellence
COMFAR	UNIDO's Computer Model for Feasibility Analysis and Reporting
CP	Country Programme
DGB	Director General's Bulletin
EB	Executive Board
DAC	Development Assistance Committee
DTA	Directorate of Digitalization, Technology and Agribusiness
DTA/DTI/ITP	Investment and Technology Promotion Division
DWT	Decent Work Teams
EDIP	Enterprise Development and Investment Promotion
ESG	Environment, social and governance
ET	Evaluation team
EQ	Evaluation question
EUR	Euro
FAO	Food and Agriculture Organization
FDI	Foreign direct investment
FID	Shanghai Foreign Investment Development
FFI	Future Food Institution
FGDs	Focus group discussions
FO	Field Office
GEF	Global Environment Facility
HQ	Headquarters
HRG	Human rights and gender
ICT	Information and communication technology
ILO	International Labour Organization
IPs	Industrial Parks

Abbreviation	Meaning
IPAs	Investment Promotion Agencies
IPPTA	India Pulp & Paper Technical Association
IPUs	Investment Promotion Units
ISID	Inclusive and sustainable industrial development
ITCs	Investment and Technology Centres
ITPOs	UNIDO Investment and Technology Promotion Offices
ITPO network	Or simply, “the Network”, now formally known as the “ITP Network”
ITPO Abuja	ITPO Nigeria in Abuja or ITPO Nigeria
ITPO Bahrain	ITPO Bahrain in Manama or ITPO in Manama
ITPO Beijing	ITPO China in Beijing
ITPO Bonn	ITPO Germany in Bonn
ITPO Tokyo	ITPO Japan in Tokyo or ITPO Japan
ITPO Rome	ITPO Italy in Rome
ITPO Moscow	ITPO Russian Federation in Moscow or ITPO Russia
ITPO Seoul	ITPO Republic of Korea in Seoul or ITPO Korea
ITPO Shanghai	ITPO China in Shanghai
JPY	Japanese Yen
LAC	Latin America and the Caribbean
LCCI	Lahore Chamber of Commerce and Industry
METI	Japanese Ministry of Economy, Trade and Industry
MOFA	Japanese Ministry of Foreign Affairs
MOIC	Bahraini Ministry of Industry and Commerce
MoU	Memorandum of Understanding
MSMEs	Micro, small and medium enterprises
MTPF	Medium-term Programme Framework
NCPCs	National Cleaner Production Centres
Network	The UNIDO-ITPO network
NIPC	Nigerian Investment Promotion Commission
NSREB	UNIDO’s New Silk Road Economic Belt project
ODA	Official development assistance
ODG/EIO/IED	Independent Evaluation Division
OECD	Organization for Economic Co-operation and Development
PCP	Programme for Country Partnership
POPs	Persistent organic pollutants
RBM	Results-based management
RC	Resident Coordinator
RCO	Resident Coordinator’s office

Abbreviation	Meaning
RECPnet	Global network for Resource Efficient and Cleaner Production
RH	Regional Hub
RO	Regional Office
RPTC	Regular Programme of Technical Cooperation
SCOFCOM	Shanghai Municipal Commission of Commerce
SDG	Sustainable Development Goal
SJTU	Shanghai Jiao Tong University
SPXs	Subcontracting and Partnership Exchanges
STePP	Sustainable Technology Promotion Platform
SWOT	Strengths Weaknesses Opportunities Threats
TC	Technical Cooperation
ToC	Theory of Change
TOR	Terms of Reference
UCR	UNIDO Country Representative
UFN	UNIDO Field Network
UK	United Kingdom
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UNPDF	United Nations Partnership for Development Framework
UNRC	United Nations Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework (UNDAF, previously)
UNSDG	United Nations Sustainable Development Group
UNSDP	United Nations Sustainable Development Partnership
UR	UNIDO Representative

Glossary of evaluation-related terms

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.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.
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, outcomes and impacts) 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.

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Executive Summary

UNIDO currently has a network of nine Investment and Technology Promotion Offices (ITPOs) in eight countries worldwide as follows: Bahrain (Manama), China (Beijing and Shanghai), Germany (Bonn), Italy (Rome), Japan (Tokyo), Nigeria (Lagos), Republic of Korea (Seoul), and Russian Federation (Moscow). These ITPOs seek to reduce development imbalances by brokering investment and technology agreements between 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, (2) operate the Delegate programme for investment and technology promotion, 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 manages this network. The network as a whole is expected 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 this network, UNIDO aims to facilitate investment and technology opportunities for private sector enterprises from industrialized nations into emerging markets.

The evaluation was designed as a phased exercise. The phase 1 of this evaluation focused on the assessment of ITPOs in Shanghai and Bonn. The second phase encompassed the Network framework as a whole, including policies, strategies, roles and responsibilities, and processes related to its operation. The evaluation covered the network operations over the period 2010 to November 2020 (till data collection phase). This evaluation was a forward-looking assessment, which sought to contribute to achieving UNIDO's strategic objectives and identify areas for possible improvement.

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, evaluation reports, country audits reports, financial reports and other documents that could provide relevant evidence. The desk review of documents helped the evaluation team put together a Theory of Change and results framework for the field network. While 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. Hence, virtual field missions, key informant interviews, focus group discussions and stakeholders' survey played a critical role in triangulating information acquired from documents reviewed and analyzed. In total, 262 stakeholders globally participated in this exercise.

Key findings

Relevance and coherence:

The interest in ITPOs has waxed and waned over the years. Several offices have closed, increased and decreased in importance, and re-opened over the years. As ITPOs are generally funded by voluntary contribution from the host government, their continuance is one of indicators for their relevance to the host Member States. The evaluation found that there has been a revival of interest in establishing and running ITPOs, which can at least partly be attributed to an increased emphasis on economic development goals within the UN's SDG agenda. Further, the evaluation

found that dedicated offices aimed at promoting inward and outward investments and technology transfers have been useful for promoting UNIDO's visibility in host countries.

ITPOs have performed important work in building capacity and engagement across public and private sector institutions from developed and developing countries. Thus, individual ITPOs were generally considered to be highly relevant to UNIDO and its Member States' ISID agenda. While all ITPOs appear to be responding to the unique needs of their host countries, the evaluation finds the need to develop each ITPO as a unique hub for certain expertise. For example, ITPOs in Shanghai, Manama and Bonn could respectively specialize in artificial intelligence, small scale and sustainable industries.

ITPOs, within their resource limitations, were making efforts to collaborate with each other across the whole ITPO network. However, there is no explicit programmatic approach for the ITPOs as a whole (network), which in addition to the limited resources continue to constraint potential collaboration opportunities. Most of the collaboration across the Network is still in the nature of exchange of visits and ideas. There is limited joint programming across various ITPOs. Lastly, the evaluation also found that there is significant scope for increasing collaboration across ITPOs, field network and technical departments at UNIDO HQ. Overall, by more strategically developing and facilitating exchange of unique competencies at various ITPOs, UNIDO can further enhance the relevance of the ITPO network for its key stakeholders.

Effectiveness:

It is clear that ITPOs and the Network as a whole, provide valuable services as a platform for 'matchmaking' between interested parties. ITPOs also facilitate interactions among public and private sector entities on investment promotion and technology services. The evaluation also finds that the capacity development services provided by the Network helped build the capacity of both public and private sector entities. ITPOs also appear to be promoting inclusivity and sustainability standards among supported industries. However, there was a wide variation in accomplishing key outcomes pertaining to investment promotion and technology transfer. The ITPOs that are more established and relatively better endowed could provide evidence for concrete outcome and impact results, while those that are newly established or less-resourced show promise of results (but no concrete results yet).

The evaluation also finds weaknesses in planning, design, monitoring, follow-up and reporting systems. With some possible exceptions (e.g., Bahrain and Japan), the evidence on the amounts of actual investments and technology transfers facilitated is scant and largely anecdotal. Further, the evaluation found that limited financial and human resources constrain the ability of ITPOs and the Network as a whole to monitor and follow up on results (outcomes and impacts). As a consequence, it is difficult to ascertain the extent to which the Network is succeeding in its efforts to promote inward and outward flows of investment and technology. A lack of adequate financial and human resources, short-term orientation, weak information management systems and absence of follow-up mechanisms were also identified as the weaknesses of the Network. Lastly, the evaluation finds that the previous related evaluations, such as that of the Network in 2010, were not fully utilized to improve the performance of ITP Network. Overall, while ITPOs appear to be contributing to UNIDO's ISID agenda, the true potential of the network as a whole is yet to be realized.

Efficiency:

It is readily apparent from an examination of activities and resources available that ITPOs are generally efficient, although efficiency needs to be considered in conjunction with effectiveness to arrive at a more valid understanding. In that respect, as in the case of effectiveness, the Network can benefit from developing greater synergies across various ITPOs. ITPOs may also benefit from

reduced involvement in a large number of activities with limited strategic value. This will also enable them to conduct adequate follow-up, which emerged as one of the main weaknesses of the Network. If ITPOs engage in a lot of activities, but do not follow them through to the logical conclusion (e.g., arranging meetings, but then not pursuing to see if those resulted in actual investment agreements) can give the appearance of being efficient without achieving actual outcome results.

Impact and sustainability:

The evaluation found that within the constraints of resources, various ITPOs seem to be contributing towards the intended impacts in line with the broad ISID and SDG9 agenda. It is difficult to quantify its extent, however, given lack of concrete results' data. It is noteworthy that the impact of the Network as a synergistic entity working in tandem across UNIDO is yet to be realized.

Human rights and gender mainstreaming:

The evaluation found the ITPOs to be cognizant of the importance of this issue. The evaluation found evidence for action on gender mainstreaming, including by appointing and using a gender focal point to incorporate gender aspects in programming, but to a lesser degree on human rights and equity issues that address the need of other vulnerable groups, which might be explained by the nature of the ITPO activities and its direct beneficiary-groups (e.g., business partners, private sector, government).

Organizational and cross-cutting issues:

The evaluation found that the ITPO network as such is not fully institutionalized, and hence, lacks a programmatic approach and governance framework. Further, the role of the ITP Network Secretariat is not commensurate with the responsibilities assigned to it, and the hierarchical relationship of stakeholders related to the ITPOs work is also a challenge.

Key conclusions

Based on the triangulated evidence, the evaluation derived the following conclusions. The evaluation found that the work of the ITPO network is highly relevant to achieving UNIDO's and its stakeholders' mandates on ISID. ITPO network is relevant as a platform to facilitate "matchmaking" among relevant public institutions and private sector enterprises in both developed and developing countries. It is relevant because there is a continued need to support private investment flows to developing countries, in particular with a view to the social and environmental performance of such investments. Their mandate for promoting investment promotion and technology transfer collaboration is highly relevant in today's socio-economic environment.

The evaluation also concludes that various ITPOs have strong ties with their donors/ host countries, which appear to have been managed in a mutually satisfaction manner. As ITPOs almost exclusively rely on these ties for their continuation, these ties will need to be constantly monitored and managed to the satisfaction of the specific host governments, which need to be balanced to also ensure alignment with UNIDO mandates. The Network as a whole is also very relevant to Member States' needs, but its relevance and institutionalization within UNIDO can be further boosted by (a) increasing the level of collaboration across ITPOs, (b) improving coordination and synergies with UNIDO HQ and field offices, and (c) developing a programmatic approach for the

network, including explicit objectives at network level, and concomitantly, specific objectives and niches for each of the ITPOs that are members of the Network.

The individual ITPO offices have demonstrated the ability to deliver a high volume of activities with limited financial and human resources. However, when viewed in conjunction with effectiveness and potential synergies, the scope for improvement is also very clear. The evaluation concludes the need for the ITPO network 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, UNIDO's ISID agenda is a top priority for most Member States. 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, and Sustainable Development). In this scenario, the ITPO network can tap into potential partnerships (e.g., GEF projects, other UN agencies and The World Bank) to leverage resources and capabilities for an increased impact. At the same time, ongoing geopolitical tensions threaten global supply chains, technology transfers and investments. These tensions still affect all of the central to ITPOs' work. The COVID-19 pandemic, which threatens to cause a looming worldwide financial crisis. In this context, dependence on a single donor, coupled with limited joint programming with other UN agencies, can inhibit long-term growth and sustainability for various ITPOs.

Within UNIDO, ITPOs have a unique role to play in engaging private sector in both the host and targeted (for investment or technology transfer) countries, however this collaboration can be further boosted by reducing *ad hoc* and sporadic collaboration in favor of more strategic, ongoing and formalized engagement.

Overall, the evaluation concludes that the Network, as a whole, needs to be further strengthened and integrated within UNIDO, for fostering increased collaboration not just across ITPOs, but also across the entire Organization. This increased collaboration across the Organization can provide UNIDO a highly effective mechanism for achieving its ISID agenda, including by playing a unique and critical role in engaging the private sector in the work of UNIDO.

Key recommendations:

The evaluation recommends UNIDO and its Member States to consider the following options for increasing effectiveness and efficiency of the ITPO network in the context of ISID/SDG 9 agenda.

<p><u>Recommendation 1:</u> Establish the institutional and programmatic approach for the ITPO network and define its explicit objectives and contribution to UNIDO's goals and mandates (at network level, as well as at each ITPO level).</p>
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UNIDO should consider developing an explicit ITPO network framework, its overarching programmatic goals, as well as the unique identity and distinctive competencies for each of the ITPOs, which should be undertaken on the basis of strategic planning process including an in-depth SWOT analysis of each ITPO. UNIDO should leverage expertise and local priorities of different ITPOs while promoting close collaboration and synergies with other UNIDO programmes to serve the entire network and provide synergies. UNIDO should also consider expanding the footprint of ITPOs Network by exploring establishing more ITPOs on a priority-basis. The first step in this process could involve embedding officials in local investment promotion agencies (e.g., Shanghai model at inception).

Recommendation 2: Establish a more tight-knit ITPO network, while ensuring integration and coordination within UNIDO, and providing a governance structure for the network.

In order to facilitate creating greater synergies between ITPOs, UNIDO HQ and its field network, UNIDO should set up a steering committee at the Network level as well as advisory boards for each ITPO on the ground. The Network steering committee should include ITPO heads, HQ senior management and donors' representatives, to ensure and guide the programmatic direction of the Network. The Advisory boards at each ITPO level, should include representatives from host government, private sector such as Chambers of Commerce, Investment Promotion Agency.

ITPOs work plans should include explicit outputs with joint activities (and results) to be achieved by two or more ITPOs and other UNIDO's organizational units or projects. ITPOs can source investment and technologies from more than one country with a view to provide optimum solutions focused on the needs of recipient country/beneficiaries. The role of various divisions/units/ departments/projects at UNIDO HQ with respect to ITPOs can be further strengthened. UNIDO HQ can more optimally utilize the private sector engagement expertise developed at the ITPOs. The strength of the ITPO network should be much more than the sum of its individual offices.

Recommendation 3: UNIDO should setup mechanisms for follow-up and monitoring outcomes and results from the ITPO network activities. It is important that the Network pays greater attention to achieving and demonstrating outcomes and impacts rather than activities and outputs.

The ITPO Network Secretariat needs to establish systematic mechanisms and tools for operationalizing a results-based monitoring and reporting systems. Adequate resources should be allocated for monitoring and reporting in ITPO budgets. Alternatively, ITPOs should raise more resources or reduce low value-added activities. ITP Network Secretariat can be given bigger role and resources for increased coordination on substantive as well as management support functions. UNIDO HQ should also increase emphasis on promoting organizational learning and knowledge management role of the ITP Network Secretariat, including for documenting best practices and lessons learned in investment and technology promotion. This should also include tools for wider dissemination of these learning tools and results achieved. Lastly, UNIDO HQ can encourage rebalancing of ITPO portfolios to reduce emphasis on undertaking a larger number of activities and increase focus on a limited number of activities with greater strategic value to the ITPOs and the Network as a whole.

1. Background and introduction

UNIDO opened the very first Investment Promotion Service (IPS) in 1976¹, which was followed by the establishment of twelve more IPSs world-wide² until end-1990. Some of these IPs later evolved into ITPOs, while others discontinued their services. Although the IPSs primarily performed “match-making” activities for UNIDO’s Investment Cooperative Programme, they also served other important purposes, especially with respect to the mobilization of financial resources and assistance in the transfer of technology. The UNIDO Delegate Programme, an innovative initiative started by IPS New York, allowed UNIDO to further its resources and introduce UNIDO’s tools and methodologies for promoting industrial investment through officials and representatives from developing countries. This Programme achieved promising results and was expanded throughout the IPS Network.

By the end of the 1990s, in a further effort to enhance the emphasis on the interaction of investment and technology, the IPS Network was renamed to the **Network of Investment and Technology Promotion Offices (ITPOs)**.

Investment Promotion Units (IPUs)³ were also created to complement the ITPO Network with a number of decentralized offices established to implement on-the-ground investment activities. IPUs were technical cooperation projects that played major role in providing a source of investment and technology projects to be promoted through the ITPO Network. The IPUs became an integral part of the ITPO Network.

Currently, the ITPO network is comprised of nine independent ITPOs in eight countries worldwide, viz., Bahrain (Manama), China (Beijing and Shanghai), Germany (Bonn), Italy (Rome), Japan (Tokyo), Nigeria (Lagos), Republic of Korea (Seoul), and Russian Federation (Moscow). Chart 1 below provides an overview of the geographic distribution of these ITPOs.

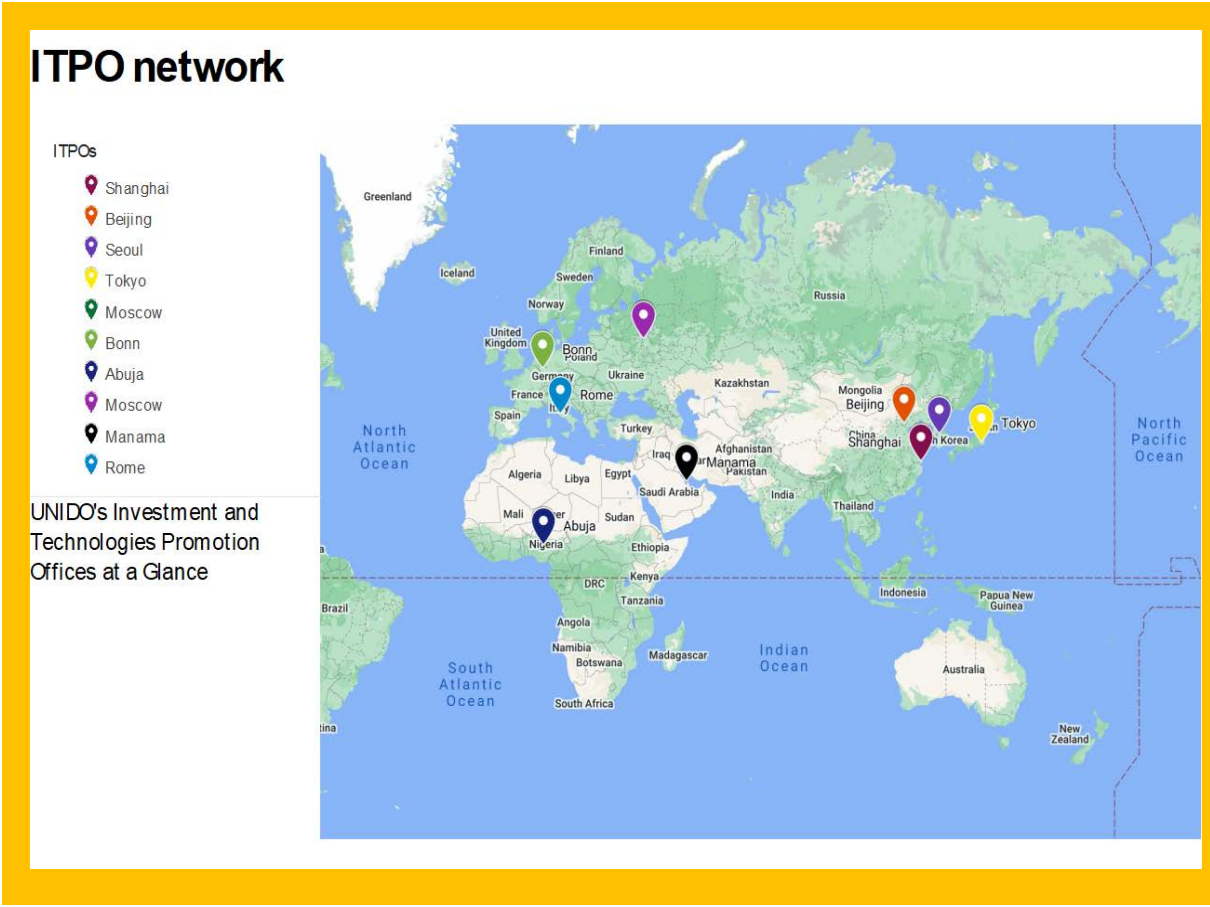
Over the years, UNIDO ITPOs have reportedly worked to reducing development imbalances by brokering investment and technology opportunities between developed and developing countries. Located in different hemispheres, ITPO network is expected to open up opportunities for investors and technology suppliers to find potential partners and to offer unique services to both entrepreneurs and business institutions. Through this network, UNIDO facilitates investment and technology opportunities for private sector enterprises from industrialized nations into emerging markets. As such, the network is envisioned to provide UNIDO a distinct edge over other organizations involved in investment and technology promotion.

¹ UNIDO. (2016). UNIDO INVESTMENT PROMOTION. A Retrospective

² UNIDO Investment Promotion Services (IPSs) (year of establishment) included offices in Brussels (1997), New York (1977), Cologne (1978), Zurich (1978), Paris (1980), Tokyo (1980), Vienna (1980), Warsaw (1983), Washington (1984), Milan (1985), Athens (1992), Manama (1995), and Seoul (1997).

³ IPUs were established in Saudi Arabia and Egypt, followed by Tunisia, Jordan and Morocco.

Chart 1. Current ITPOs at a glance



1.1. ITPO functions and objectives

Each ITPO undertakes the following three main functions to realize these objectives:

Provide professional support to enterprises for partnership and business negotiations: ITPOs guide potential investors from their host 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.

Operate the Delegate programme for investment and technology promotion: ITPOs host officials from developing and transitional countries to give them hands-on training in investment promotion techniques. It equips 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 create networking opportunities that benefit their stakeholders by developing intra-organizational linkages with other UNIDO networks that operate worldwide, including Subcontracting and Partnership Exchanges (SPXs), the numerous Export Consortia and the joint UNIDO/UNEP National Cleaner Production Centres (NCPCs), and more recently from UNIDO's Programme for Country Partnership (PCP); thus, providing value-added services to clients and partners. Furthermore, ITPOs seek to facilitate strong partnerships with

a number of national Investment Promotion Agencies (IPAs) around the world. More broadly, ITPOs regularly interact with both, public and private entities that foster international business cooperation and partnerships.

At UNIDO HQ, the ITP Network Secretariat in the Investment and Technology Promotion Division manages UNIDO's network of ITPOs⁴.

1.2. Evaluation scope and objectives

The evaluation was designed as a phased exercise. The phase 1 of this evaluation focused on the assessment of ITPO Shanghai and Bonn.⁵ Building on phase 1, the second phase of the evaluation encompasses the whole UNIDO ITPO network framework as a whole, including policies, strategies, roles and responsibilities, and processes related to its operation that span across all nine ITPOs in eight countries worldwide. As per evaluation terms of reference (ToR, [Annex I](#)), it includes examining:

- (1) Relevant policies, strategies and processes that affect the design, development, implementation and monitoring of ITPO services under the current ITPO framework.
- (2) 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, RECPnet).
- (3) Organizational arrangements with partner agencies and institutions.
- (4) Assessments of two ITPOs — Shanghai and Bonn— that were due for a mandatory independent evaluation form an important input to the thematic evaluation.⁶ These assessments are incorporated within the overall thematic evaluation.

The evaluation covered the network operations over the period 2010 to November 2020 (till data collection phase). This evaluation was a forward-looking assessment, which sought to contribute and support achieving UNIDO's strategic objectives and identify areas for possible improvement.

The evaluation had three specific objectives:

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

The next section outlines the evaluation methodology, which is followed by the findings and conclusions sections.

⁴ UNIDO. (2020). Director General's Bulletin: UNIDO Secretariat Structure 2020 (DGB//022020/04, May 2020, p. 20)

⁵ Note a separate evaluation team conducted the evaluation of ITPO Bahrain in 2018. The findings from that evaluation were also fed into this evaluation report.

⁶ The assessment of two ITPOs (Seoul and Moscow) was postponed due to the challenges relating to the ongoing pandemic.

1.3. Methodology

Responding to the evaluation ToR, the evaluation followed a mixed-methods, inclusive and participatory approach with adequate triangulation and counterfactuals to arrive at credible, reliable and unbiased findings. The evaluation also paid special attention to human rights and gender equity-related questions.⁷

The evaluation used a multi-method approach, involving data collection from six processes.

First, during the inception stage, the evaluation team reviewed and analyzed all relevant policy documents, progress reports, programme documents, internal review reports, relevant evaluation reports, financial reports (where necessary) and other documents that could provide relevant evidence. The evaluation team put together a theory of change (TOC, [Annex II](#)) and results framework (i.e., logical framework or logframe, [Annex III](#)) for the ITPO network on the basis of desk review of 163 documents listed in [Annex IV](#). While the theory of change provides a visual representation, the results matrix provides detailed information, including interlinkages between expected outputs, outcomes, indicators and data collection methods.

This comprehensive framework suggests that there are five inter-related building blocks of results that the ITPOs seeks to achieve to meet its objective of “The ITPO network helps Member States attain a more inclusive and sustainable industrialization-level in conformity with UNIDO’s inclusive and sustainable industrial development (ISID) and UN’s Sustainable Development Goals (in particular, SDG 9) agenda.” While the diagram and the evaluation framework provide more details on the outcomes underlying this theory of change, the five main building blocks pertain to the ITPO results. A major assumption underlying this ToC is that if ITPOs achieve results in these categories, UNIDO will be in a better position to support its Member States in realizing their own goals pertaining to ISID as well as their overarching sustainable development goals. Further, by working cohesively together as a well-functioning network, ITPOs can realize network synergies that can amplify their and UNIDO’s impact and outcome results in this regard. Annex I and II provide more details on results chain underlying this theory of change as well as elaborate on the hypothesized relationships between outputs, outcomes and objectives.

The data collection strategy, which guided data collection and analysis process, is included in [Annex V](#). While [desk review of documents](#) provided a rich source of information for this evaluation, as can be noted from the results matrix and data collection strategy, most of the data for this evaluation was acquired through primary sources.⁸ Hence, virtual field missions⁹, Zoom/telephonic conversations, focus group discussions (FGDs), and stakeholders’ survey played a critical role in triangulating information acquired from documentary analysis.

Second, the evaluation team undertook extensive consultations with UNIDO Headquarters staff in Vienna (Austria). This included interviews and focus group discussions with management and staff of the ITPO network as well as consultations with relevant departments and divisions that interact and collaborate with the Network in addition to those involved in the management and supervision of the ITPO Network Secretariat.

Third, the evaluation team developed focused case studies/in-depth assessments on two ITPOs: Bonn, and Shanghai. In addition, a separate team undertook evaluation of the ITPO

⁷ For a detailed evaluation work plan, please see [Annex VIII](#).

⁸ Two documents, in particular, are worth mentioning here. First, the 2010 thematic evaluation of the ITPO network provided a baseline for the current assessment. That was the last time the network was evaluated. Second, the 2019 evaluation of ITPO Bahrain and the 2016 evaluation of ITPO Japan also provided input for triangulation of this assessment.

⁹ Dr. Jianzhi Zhao was hired specifically to support a case study, including local data collection, of Shanghai ITPO.

Bahrain, the findings of which feed into this evaluation. As COVID-19 pandemic outbreak precluded any possibilities of field visits, all data was collected remotely. These specific assessments are incorporated within this report.

Fourth, the evaluation team collected and analyzed additional documents available from partner organizations. This included information on their collaboration with the ITPOs and the results of such collaboration and/or support.

In total, more than 59 (38 male, 21 female) key informants were interviewed. Information on the stakeholders interviewed during the whole evaluation process is provided in [Annex VI](#). These interviews were generally based on the semi-structured interview protocols ([Annex VII](#)), however, where relevant, the evaluation team also probed deeper to elicit other relevant information during interviews. Overall, these interviews captured the voices of all stakeholder groups, including by paying specific attention to gender and vulnerable populations.

Fifth, the evaluation team administered an online survey for the ITPO network staff and its key stakeholders. All ITPOs were asked to provide a list of their key stakeholders. The survey invited 579 key stakeholders identified by eight ITPO offices across all stakeholder categories.¹⁰ Of these, 209 stakeholders (Response rate 37%) actually participated in the survey. The average age of the respondents was 47 years. 34% were women. 70% of the respondents regularly interacted, defined as at least 3-4 times per year, with the ITPO they were most familiar with. 33% respondents also regularly interacted with other ITPOs or UNIDO HQ. Survey respondents were involved in a variety of self-identified roles with the ITPO network, which included ITPO staff or consultants (19%), business representatives (18%), trainees (14%), delegates (12%), beneficiaries (11%), other UNIDO staff or consultants (11%), government employees (8%), Member State representatives (7%), and donor representatives (3%). See Chart 16 in [Annex IX](#) for detailed information on survey respondents. The survey was administered in Chinese, English, Japanese, Korean, and Russian languages.

As a final step, three separate focus group discussions, involving ITPO heads, directors and network managers, were conducted via Zoom for validating preliminary findings. The draft evaluation report was circulated to collect further comments for further validation along with supporting evidence.

1.4. Limitations

The evaluation team must specifically note that this evaluation confronted significant data collection challenges due to the COVID-19 pandemic that was ongoing during the evaluation. The planned field missions had to be replaced with virtual field missions. Assistance of an evaluation team member, based in Shanghai, was very helpful, inter alia, for data collection in respect to the ITPO Shanghai case study. However, other field visits and direct observations could not be undertaken.

Similarly, a survey of beneficiaries, who are themselves confronting these challenges, had a lower response rate than expected, which was also affected by the weaknesses in databases of stakeholders maintained by various ITPOs. Not many ITPOs appear to keep track of and follow-up with stakeholders supported by them (generally due to resource constraints). Further, some ITPOs have been newly established (e.g., ITPO Germany) or re-established (e.g., ITPO Beijing). There ITPOs, thus, have not yet reached a stage where their impact can be seen. The evaluation team tried to overcome this limitation by collecting and triangulating as much indicative evidence as possible (including in some cases by systematically collecting anecdotal evidence).

¹⁰ The survey invitees included stakeholders as follows: Tokyo (171), Bonn (27), Korea (21), Manama (204), Beijing (3), Rome (130), and Moscow (23).

2. Findings

This section details the primary findings from the thematic evaluation of the UNIDO ITPO network (Network, henceforth). The findings are discussed and grouped, as possible, by the following UNEG and OECD DAC criteria: design, relevance, coherence, effectiveness, efficiency, impact, sustainability, human rights and gender equality.¹¹ For each of these criteria, findings are then organized by the research questions driving the evaluation. While covering all the questions specified in the terms of reference, the focus is on those issues or topics that are identified as salient from the triangulated data. This section includes a summary of expected and actual outcomes. At the heart of the evaluation is the achievement of outcomes (i.e., effectiveness) as outlined in [Annex II](#) (Evaluation logframe).

2.1. Relevance and coherence

EQ1. How relevant are ITPOs individually and the network as a whole to UNIDO? How relevant is the ITPO network to the achievement of Member States' UN SDG goals?

- There has been a revival of interest in establishing and running ITPOs, which indicates an increased relevance of the Network. This can be at least partly attributed to an increased emphasis on economic development goals within the UN's SDG agenda.
- While the relevance of each ITPO is very clear, the relevance of the Network as a whole can be further enhanced by developing its synergistic value addition.

Relevance assesses the extent to which the objectives of a development intervention are consistent with the needs and priorities of an organization as well as those of its key stakeholders such as Member States, partners, donors, beneficiaries, employees and the larger community it serves. Such an assessment needs to keep in mind the evolving priorities and new policy agendas in order to gauge the continuing relevance of the Network.

The interest in ITPOs has waxed and waned over the years. The 2010 evaluation of the Network noted that, “that the interest of developed countries in hosting an ITPO has been fading and a number of countries (Germany, Switzerland, Austria, etc.) have closed down their Offices” (p.16). Since then, this trend appears to have continued and some ITPOs have declined or closed, and others have been reestablished. For example, recently, Beijing and Lagos have gone through a period of dormancy and revival, and an ITPO in Germany (Bonn) has been reestablished in 2017. As ITPOs are generally funded by voluntary contribution from the host government, their continuance is one indicator for their relevance to the host Member States.

The evaluation found that ITPOs generally continue to be relevant to their target stakeholders including governmental institutions, investment promotion and business development organizations and industry in host countries. For example, the 2019 evaluation of the ITPO Bahrain noted its operations “to be well clearly in line with the Government priorities and its Vision 2030 (with key sectors being, logistics, financial services, tourism, downstream industries and aluminum, services such as health & wellness and education)” (p.vi). Similarly, a 2016 evaluation of ITPO in Tokyo noted that the “the activities covered by the ITPO Tokyo are complementary and support bilateral cooperation conducted by the Japanese Government, Government Agencies and affiliated Institutions” (p.7).

¹¹ The evaluation questions from the terms of reference were clarified and reorganized to be more in alignment with the UNEG standards. A mapping of questions between ToR and evaluation report is included in [Annex V](#). Note that some overlaps across findings across sections are inevitable.

The 2020 evaluation of ITPO Shanghai also found that the ITPO continues to be relevant to both Chinese and non-Chinese stakeholders including governments, business and non-profit organizations. The ITPO was found to be involved in activities that are in line with the priorities of its donor.

“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, ITPO in Shanghai 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. ITPO in Shanghai 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” (p.4).

Thus, it was evident that ITPO Shanghai was engaged 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). The report further noted that as a recently transitioning economy, this ITPO was in a good position to share its experiences with other countries. Desk review and stakeholder consultations showed that dedicated offices aimed at promoting inward and outward investments and technology transfers are useful for promoting UNIDO’s visibility in host countries. For example, ITPO Shanghai is actively participating 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 the United Nation’s 2030 Sustainable Development Goals (SDGs) Agenda. Similarly, ITPOs in Bonn and Rome organized trade fairs and expositions that were widely appreciated by stakeholders around the world. For example, a focus group discussion with beneficiaries from Africa revealed how the ITPO in Bonn had connected them not just to the businesses in Germany, but also with those in Kenya — a collaboration that resulted in opening up new markets for their business. Similar evidence was provided by beneficiaries from other ITPOs. A firm from China reported using ITPO support for establishing logistic centers in Cambodia and Thailand that had led to the creation of 1,500 new jobs. This firm also had plans to invest in building sorting centers in Indonesia and Malaysia.

Illustrative stakeholder statement:

“Our interaction with [the] ITPO was in the form of a delegate programme where the ITPO introduced us to collaborate with the [the host country’s] Investment community in various sectors such as agriculture, agri-business, renewable energy, technology support. The intervention of ITPO was in sync with our Investment promotion efforts for our country in the selected sectors. That intervention added a much-needed benefit for practitioners, especially on cost-basis.”

Stakeholder surveys/ interviews (anonymized)

UNIDO’s 2019 annual report showed that the ITPO in Tokyo had promoted the transfer of almost 300 technologies by focusing on training and capacity-building, and by strengthening partnerships between beneficiary countries and donors. In 2019 alone, it had registered 40 new Japanese technologies for use in developing and emerging countries in its Sustainable Technology Promotion Platform (STePP) and connected African investment advisers with Japanese companies interested in investing in the continent. The ITPO in Bonn had similarly

identified more than 40 relevant technologies for Africa, while the ITPO Seoul also published its first technology database of selected technologies suitable for transfer.

ITPO Germany, in its annual report for 2019, provided even more detailed information. It reported connecting 400 companies and institutions through business-to-business or business-to-government meetings. 80 companies reportedly benefitted from its consulting and advisory services. It hosted 15 delegations from Africa, China and Eastern Europe and contributed to 15 fairs and matchmaking events. Other ITPOs reported comparable level of activities. ITPO Italy, similarly, in its annual report for 2019, listed supporting 1,000 business-to-business or business-to-government meetings, 12 study tours, 23 official missions abroad and participation in 12 international fairs and 55 promotional initiatives. The 2020 evaluation noted that Shanghai ITPO was similarly engaged in activities (See Chart 20) that are highly relevant to both UNIDO's mission, UN's SDG agenda and Member States' industrialization targets.

This was also noted in the 2019 evaluation of ITPO Bahrain, which stated that the ITPO had "provided great visibility for UNIDO, and while putting Bahrain and the ITPO on the global map of investment promotion" (p. vii). The 2016 evaluation of ITPO in Tokyo also found evidence along the similar line, when it stated that:

"[Evidence points] to the increasing relevance of the ITPO network in general and of the ITPO Tokyo specifically with respect to Inclusive and Sustainable Industrial Development (ISID). Investment and technology promotion, particularly environmentally friendly technologies, energy and resource efficiency, capacity building in Investment Promotion Agencies, public private partnerships show a high relevance of the well-established ITPO network" (p.8).

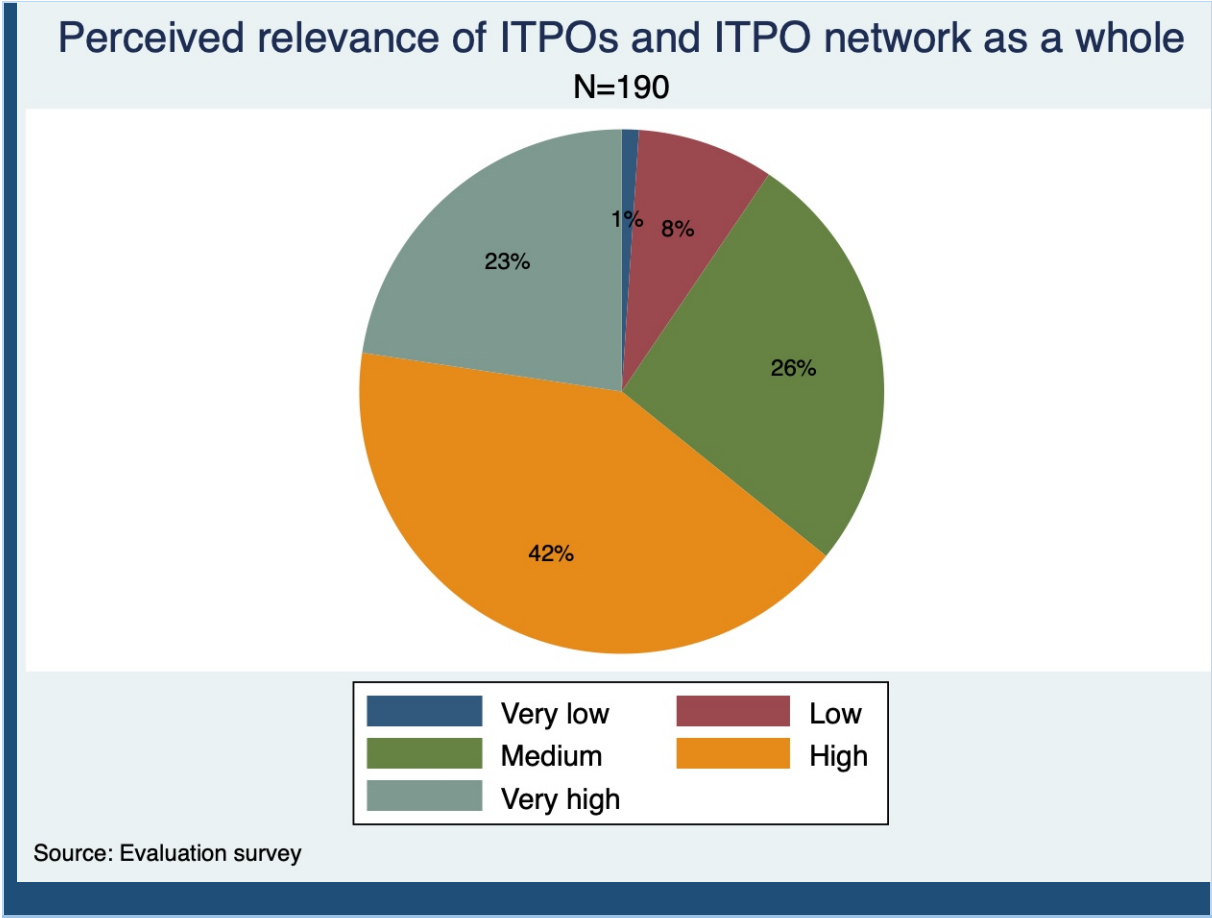
It is worth noting that these activities are in line with Member States' needs pertaining to industrialization. Chart 2 below provides text analysis on the country needs reported by the evaluation survey respondents' need assessment for their countries of residence. A closer review of the freeform text confirmed that capacity development, delegations, exchange of information, "matchmaking", facilitation of investment and technology transfer, and other business development services provided by ITPOs were all in accordance with the beneficiary needs.

Chart 2. Needs assessment by evaluation survey respondents



Therefore, it was not surprising to find that individual ITPOs were generally considered to be highly relevant. The survey asked respondents to rate the relevance of ITPOs that they were most familiar for their country’s ISID agenda. 65% of the respondents reported the ITPO to be of high or very high relevance, while only 9% rated it to be of low or very low relevance (Chart 3). Thus, triangulated evidence from multiple sources and methods suggests that individual ITPOs are highly relevant for host Member States, their trade partners, UNIDO and its stakeholders worldwide. In explaining their rating, respondents also indicated scope for improvement in terms of further enhancement of collaboration, including joint programming, between various ITPOs and ITPOs and UNIDO HQ. This was also identified as a potential improvement in key informant interviews and is further discussed in the next section.

Chart 3. Relevance of the ITPO network



EQ2. 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? 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?

- Each ITPO is funded by its host country. UNIDO has tried to build a cohesive network by forging connections across ITPOs, but significant scope for improvement is readily apparent.

All ITPOs are funded by the host governments, and as a result, ITPOs are primarily accountable to their host governments and other stakeholders in the countries concerned. This results in alignment with the host country's priorities, but it can also lead to big churn, as noted in the previous section, when they fail to live up to the host country's expectations. Thus, individual ITPOs generally remain relevant to the host country for the duration of their existence. However, this relevance may pose a significant challenge to their participation and functioning as a cohesive network. This is one of the reasons why the evaluation was tasked with assessing their relevance, as a network, to UNIDO.

The evaluation found evidence of a reasonable degree of collaboration among ITPOs. The ITPO in Shanghai appears to have actively collaborated across the entire ITPO network. ITPO Bahrain collaborated with ITPO Shanghai, which led to developing stronger ties and derived a number of areas of cooperation namely towards stimulating entrepreneurship and innovation.¹² Similarly, that year ITPO Italy hosted the Head of ITPO Shanghai to exchange information about its activities and best practices, which was accompanied by the participation in the III Edition International Award 'Innovative Ideas and Technologies in Agribusiness'. This visit facilitated the Future Food Institution's entry into the Chinese market with the opening of a new premise in Shanghai.

The annual report of ITPO Germany (2018) similarly provided information on the officials it had hosted from China, Nigeria, and the Republic of Korea during the industrial trade fair at the Hannover Messe for the first time. This reportedly provided visiting ITPO officials with an opportunity to discuss collaborations with major players of the German industry and trade associations.

In the framework of the project "Innovation Bridge Trieste– Dubai 2020", ITPO Italy, jointly with ITPO Bahrain, organized a mission to the United Arab Emirates for an institutional delegation from Friuli Venezia Giulia region. ITPO Bahrain participated in some global forum events in China, Japan, and the Russian Federation collaborating with the wider UNIDO-ITPO Network as well as jointly organizing meetings with the Bahrain Business Incubator Centre for delegates from Italy, Japan and the Republic of Korea. In other cases, ITPOs were just starting to collaborate across the ITPO network. ITPO Nigeria, for example, reported that while it had started collaborating with ITPOs in Bahrain and Italy, it expected to establish working relationships with the rest of the ITPO Network over the coming years.¹³

These examples generally reveal a pattern of increasing interactions among various ITPOs, which were further highlighted in primary data collection. In interviews, focus group discussions and surveys, participants recognized that ITPOs, within their resource limitations, were doing their best to collaborate with each other across the whole ITPO network. However, in line with the 2010 evaluation report, lack of resources continues to limit potential collaboration opportunities, although some technological solutions (e.g., virtual meetings and webinars) are now reportedly being used to overcome these challenges.

While the collaboration across the Network appears to be increasing, it is still in the nature of exchange of visits and ideas. There is limited joint programming across various ITPOs. Thus, for example, several key informants mentioned the potential to jointly organize delegations to enhance not just relevance, but also effectiveness and efficiency for business stakeholders. This is discussed further in effectiveness and efficiency sections.

The next sub-question pertains to the uniqueness of each ITPO, i.e., whether individual ITPOs have any distinct roles and responsibilities within the Network. While all ITPOs appear to be responding to the unique needs of their host countries, it is not clear that much attention has

¹² 2018 Annual report of the ITPO Bahrain.

¹³ 2018 Annual report of the ITPO Nigeria.

been paid to developing each ITPO as a unique hub for certain expertise. In this vein, the 2019 evaluation of ITPO Bahrain noted that:

“Each ITPO should become a global hub for specific activities in which they have a greater expertise. For example, ITPO Bahrain can be more involved in SMEs and startups and become a centre of excellence for entrepreneurship development and bankable projects. Similarly, ITPO Shanghai can focus on innovation for young entrepreneurs and ITPO Moscow on education, as it is funded by the Russian Ministry of Science & Education. This specialization does not mean that ITPOs will not work with each other; rather, they will create stronger synergies within and between them and their partners” (p. 28).

If this idea were to be pursued, it appears that ITPO Shanghai, for example, would have a natural advantage in developing competencies related to artificial intelligence (AI), ITPO Beijing in manufacturing, ITPO Rome in food and fashion, and ITPO Bonn in renewable energy and green technologies. These are just some preliminary ideas, which of course will need to be examined at length before making any decisions in this regard. To some extent, this is likely to happen in the natural course of events as ITPOs respond to the needs of local stakeholders in their host countries. If UNIDO were to systematically prioritize developing the uniqueness of each ITPO, this could accelerate this process. However, this will require significant consultations with the host countries on whose support the ITPOs rely for their continued operations.

The last sub-question under this category pertains to the integration of ITPOs within the wider UNIDO as an organization, including its headquarters (HQ) and its field network and operations. The evaluation found that there is significant scope for bringing together the ITPOs and the UNIDO field network. This was echoed in the 2020 evaluation of ITPO Shanghai:

“However, available evidence suggests that there is no mechanism for coordinating work between ITPO in Shanghai 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.” (p.5).

In a recent evaluation of UNIDO’s field network (2019), approximately 60% of the external survey respondents were not familiar with the ITPO network. While this can be partly attributed to a low number of ITPOs (9), but it can also be partly due to limited interactions between ITPOs and the field network even in countries where both a field office and an ITPO co-exist (e.g., in Nigeria and China). Key informant interviews and focus group with beneficiaries reconfirmed this finding.

With regard to the collaboration with technical departments at UNIDO HQ, the evaluation found mixed evidence. Some stakeholder consultations suggested that ITPOs frequently interacted with and benefited from technical departments at HQ, others suggested that these interactions were limited by resource constraints at both ITPOs and HQ. Thus, some annual reports from ITPOs hinted at the need to integrate more fully with the technical departments at UNIDO HQ. As an example, the 2018 annual report of ITPO Nigeria (p.11) noted that:

“ITPO Nigeria will also benefit from technical linkages with other UNIDO services (Agri-Business Development, Trade Capacity Building, Environment Management and Energy and Climate Change).

Overall, the evaluation found that not just individual ITPOs, but the ITPO network, as a whole is highly relevant to not just UNIDO’s mandates and strategies, but also for the UN and Member States’ sustainable development agenda, although the scope for further enhancement of relevance by better integrating across and beyond ITPOs is also readily apparent. By more strategically developing unique competencies at various ITPOs and facilitating exchange of

competencies, UNIDO can further enhance the relevance of the ITPO network for its key stakeholders.

2.2. Effectiveness

EQ3. To what extent did ITPOs, and network as a whole, achieve the outcomes outlined in the results framework? 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? Did it provide adequate value-for-money for the UNIDO?

- The ITPOs, and the Network, show variable levels of effectiveness in achieving their intended outcomes. The ITPOs that are more established and relatively better endowed show concrete results, while those that are newly established or less-resourced show promise of results (but no concrete outcome and impact results yet). The last evaluation of the network itself was a decade ago. In the meantime, some ITPOs have been evaluated, but the extent of change as a result of these evaluations is not evident. Overall, evaluation finds the ITPO network to be an effective mechanism for contributing towards UNIDO’s ISID agenda, although ITPOs’ true potential as a network is yet to be realized.

Effectiveness is concerned with the transformation of activities and outputs into outcomes that lead to achievement of the Network’s intended impact objectives. Various ITPOs, working together in a synergistic manner, can help the Network, and through it, UNIDO achieve its ISID agenda.

As mentioned in the methodology section, the first step in assessing effectiveness was to develop and clarify a theory of change ([Annex II](#)) along with a more detailed results framework of the ITPO network ([Annex III](#)). Chart 4 below summarizes expected and actual outcomes of the ITPO network as per this results framework.

Chart 4. Expected and actual outcomes of the ITPO network

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
1. Increased inward and outward investments in technology, innovation and infrastructure.	The evaluation report mentioned that various ITPOs generally implemented between 0 and 21 projects on a yearly basis. 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 persistent organic pollutants (POPs) (ITPO Bahrain), the development of bio-fuel energy businesses	Desk review showed that the ITPO in Shanghai 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

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
	<p>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 biofuel and water technology projects (ITPO Tokyo).</p>	<p>Malaysia, (e) helping Spark EV Technology, an innovative 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 1,500 jobs. Similarly, Future Food Institution had invested in new operations in Shanghai. ITPO Shanghai had also reportedly facilitated technology transfers. However, concrete statistical information on this is not systematically maintained by ITPO Shanghai or the UNIDO ITP Network Secretariat.</p> <p>According to ITPO Bahrain Annual Report 2018, it has promoted 950 projects of which 456 have been concluded with an estimated total investment of USD 148 million. This is expected to result in creation of 2,412 jobs. Furthermore, in cooperation with The Lebanon Fund for Development and Innovation, ITPO Bahrain also launched pioneering project “Iklim Economic Zone worth USD 15 million in 2018. The 2019 evaluation report mentioned that the ITPO had generated investments of over USD 600 million. Only two ITPOs (Bahrain and Japan) collect this data.</p>
<p>2. Enhanced institutional capacity of relevant public/private sector institutions engaged in foreign and domestic investment, transfer of technology and knowhow including through fielding of delegates.</p>	<p>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.</p>	<p>Desk review showed that ITPO in Shanghai 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 ITPO in</p>

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
		<p>Shanghai's capacity development work.</p> <p>According to its 2018 annual report, ITPO Bahrain assisted the Ministry of Industry and Commerce (MOIC) and various entities concerned with the development of SMEs in Bahrain in their attempts to stimulate domestic and foreign investment into the country in manufacturing and service sectors. The Arab Regional Centre for Entrepreneurship and Investment Training (AICEI) was established under the banner of South-South Co-operation through the joint efforts of UNIDO, the Bahraini Government and the Inter-Regional Centre for Entrepreneurship and Investment Training (IRC) in India.</p> <p>According to its 2016 annual report, ITPO Italy organized a delegation composed of more than 20 Italian companies involved in food processing and textile sectors, which provided opportunity to around 100 businesses for exploring potential investments and technology transfer with local counterparts.</p> <p>According to its 2018 annual report, ITPO Republic of Korea invited 30 delegates of board members and entrepreneurs from the India Pulp & Paper Technical Association (IPPTA) to introduce the papermaking technologies of the Republic of Korea. This ITPO also conducted trade and investment seminars for 272 entrepreneurs and 40 government officials from 33 developing countries.</p> <p>ITPO Nigeria reported (2018) that it initiated a programme to support governmental institutions and the private sector prepare for the Third Industrial Development Decade for Africa. It includes capacity building services aimed</p>

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
		<p>at developing business incubation services for Nigerian MSMEs and businesses. It also assisted the Nigerian Investment Promotion Commission (NIPC) in launching the “Center of Excellence for Financial Appraisal of MSMEs” using UNIDO’s flagship software, COMFAR Lite. The launch of the Centre of Excellence, the first of its kind in Africa and worldwide, was the result of an intensive training programme organized by NIPC and ITPO Nigeria for 22 professionals from NIPC HQs and its zonal offices.</p>
<p>3. Improved collaboration among institutions and businesses across national boundary lines, including through fielding of delegates.</p>	<p>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.</p>	<p>Desk review and stakeholder interviews point to some cross-border collaboration. For example, ITPO in Shanghai 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. According to its 2018 annual report, ITPO Italy supported Lebanon and Morocco in their efforts to achieve SDG 17. It also supported Mozambique in promoting investments in agro-industry in 2018.</p> <p>In its 2018 annual report, ITPO Japan reported that it had invited delegates from countries in Africa, Central Asia, Europe, Asia-Pacific, and the Caribbean, who attended about 280 business meetings in Japan. In addition, it organized and supported 83 global and country-specific seminars and events, attracting over 5,600 participants and resulting in more than 1,600 networking opportunities in</p>

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
		<p>industrial sectors such as bicycle manufacturing, textiles, aerospace, water management technologies, ICT, medical devices, among others.</p> <p>Lastly, ITPO Republic of Korea in its 2018 annual report, reported having launched the Advisory Programme, aimed at providing business opportunities for the private sector in the Republic of Korea as well as in three target countries (Ethiopia, Peru, and Cambodia), thereby facilitating investment promotion efforts, technology transfer and networking opportunities for international cooperation.</p>
<p>4. Improved inclusivity and sustainability standards observed in the investment and technology proposals supported by the ITPO network (as well as their spill over into general industrial standards in the country).</p>	<p>Not applicable</p>	<p>Stakeholder interviews indicated that ITPO Shanghai 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 to 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 industry during the UNIDO Day in Shanghai.</p>
<p>5. ITPOs function as a cohesive network, with the support of ITP Network Secretariat, for mutual synergistic performance benefits.</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 ITP Network Secretariat. The potential for ITPOs and Investment Promotion Units (IPUs) that were created to complement</p>	<p>Desk review and interviews provide evidence of collaboration among ITPOs. ITPO Shanghai 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 ITPO Shanghai to exchange information about its activities</p>

Expected outcomes	Baseline: ITPO network evaluation report (2010)	Actual accomplishments (till December 2020)
	<p>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>and best practices, which was accompanied by the participation in the III Edition International Award "Innovative Ideas and Technologies in Agribusiness". This visit facilitated the Future Food Institution's entry into the Chinese market with the opening of a new premise in Shanghai. However, lack of resources continues to limit potential collaboration opportunities. According to its 2018 annual report, ITPO Bahrain collaborated with ITPO Shanghai, which led to developing stronger ties and derived in a number of areas of cooperation namely towards stimulating entrepreneurship and innovation. ITPO Germany similarly reported hosting officials from ITPOs in China, Nigeria, and the Republic of Korea during the industrial trade fair at the Hannover Messe for the first time. This reportedly promoted the opportunity to partner with major important players of the German industry and trade associations.</p>

The most direct assessment on the ITPO network's performance on core functions comes from surveys and interviews. Chart 5 to Chart 6 below respectively presents stakeholders' ratings on individual ITPOs and the Network as a whole. These charts use Likert scale¹⁴ ratings from highly unsatisfactory (-2) to highly satisfactory (+2), which is summarized as an average rating in the right-hand column. While a positive number is acceptable as a net score, any rating that is above or near one (1) can be considered ideal. As can be seen below, while all outcomes receive a positive net score, the most positive response pertains to outcomes relating to enhanced collaboration between public and private institutions (1.07), enhanced institutional capacity of public and private institutions (0.89) and improved inclusivity and sustainability standards (0.82). Other key outcomes on investment promotion and technology transfer receive somewhat tepid positive scores. This indicates that ITPOs are making a difference in terms of key outcomes, but more could be done.

¹⁴ A Likert scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of agreement.

Chart 5. Outcomes accomplished by the most familiar ITPO

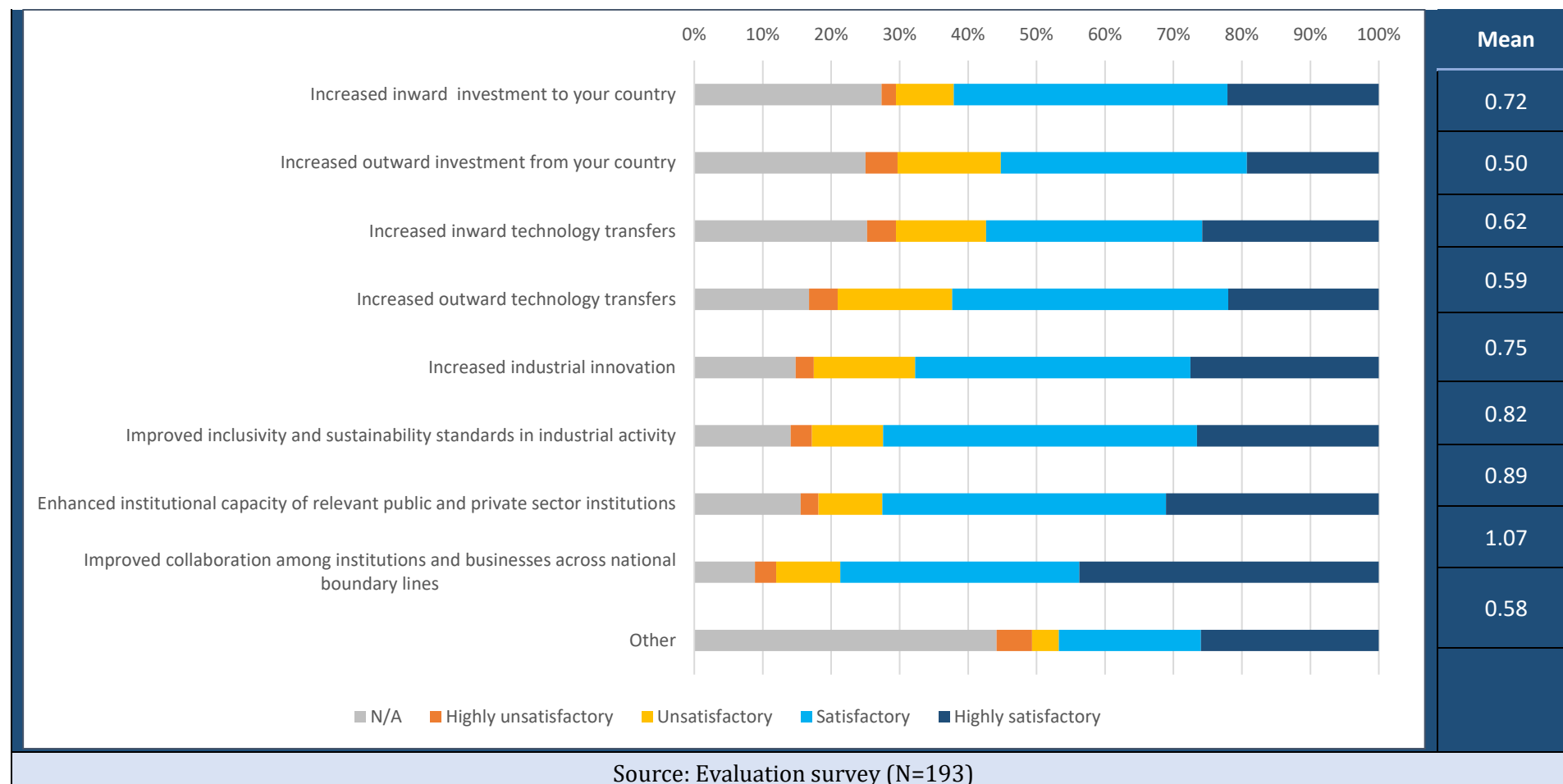
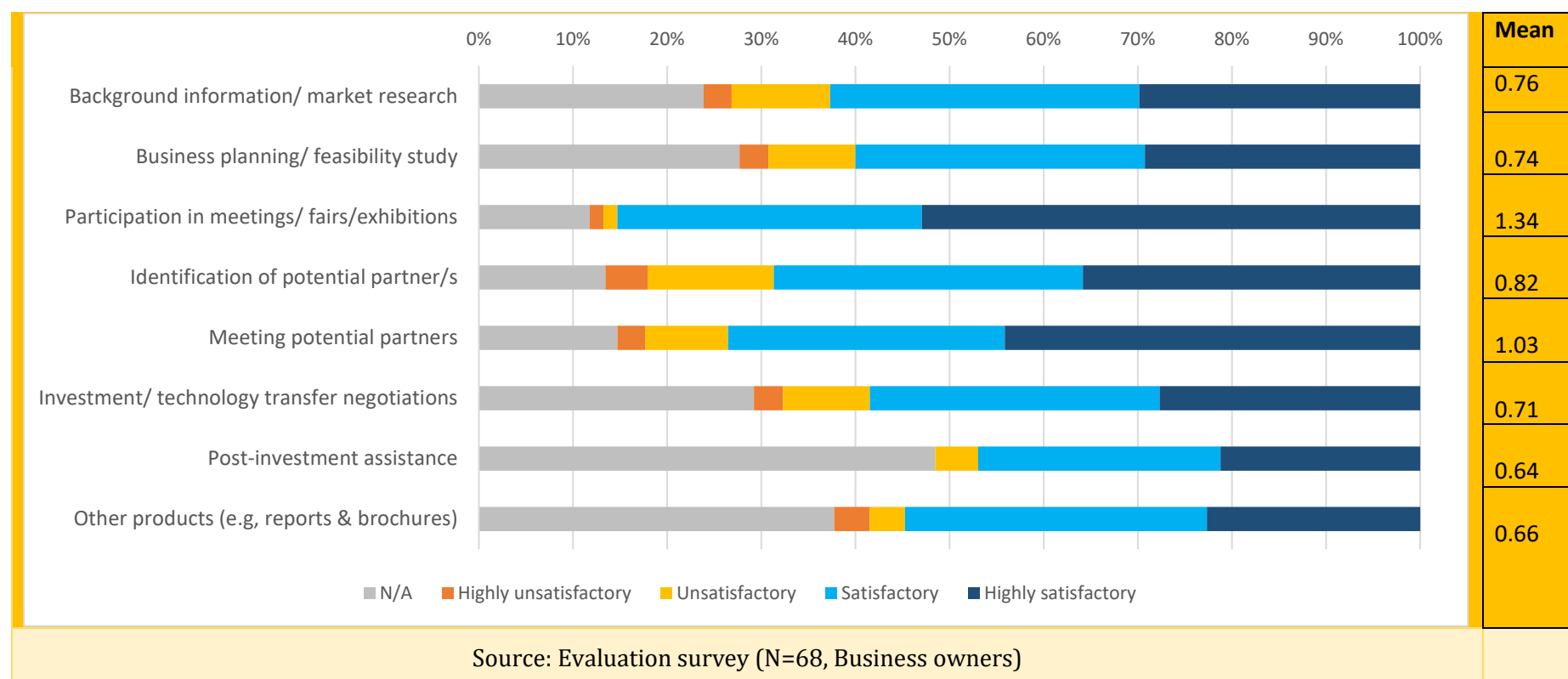


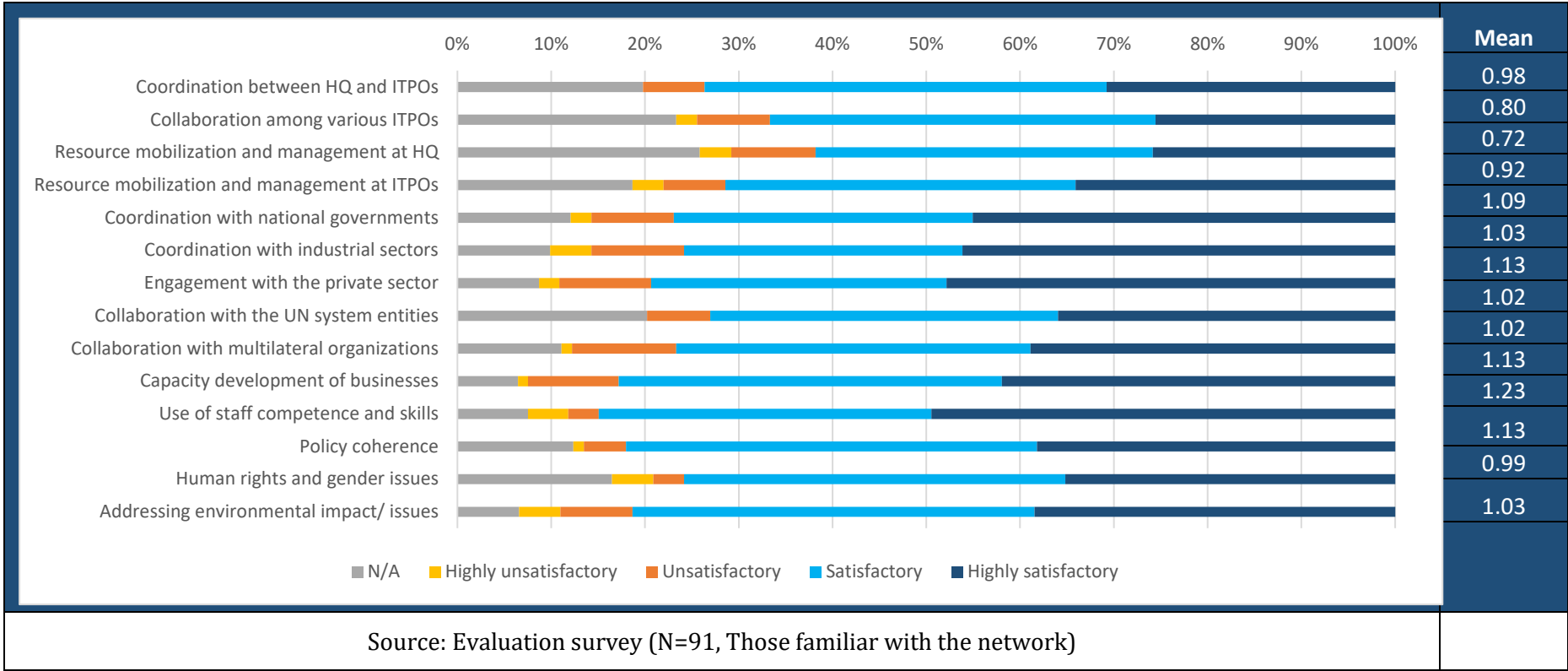
Chart 6 tabulates responses only by business owning stakeholders on the support they received from the interacting ITPOs. Business owners express the highest satisfaction participation in meetings, fairs and exhibitions (1.34), meeting potential partners (1.03) and identifying potential partners (0.82). Other services provided by ITPOs also received positive, albeit somewhat tepid, net satisfaction scores.

Chart 6. Ratings on support provided to business owners



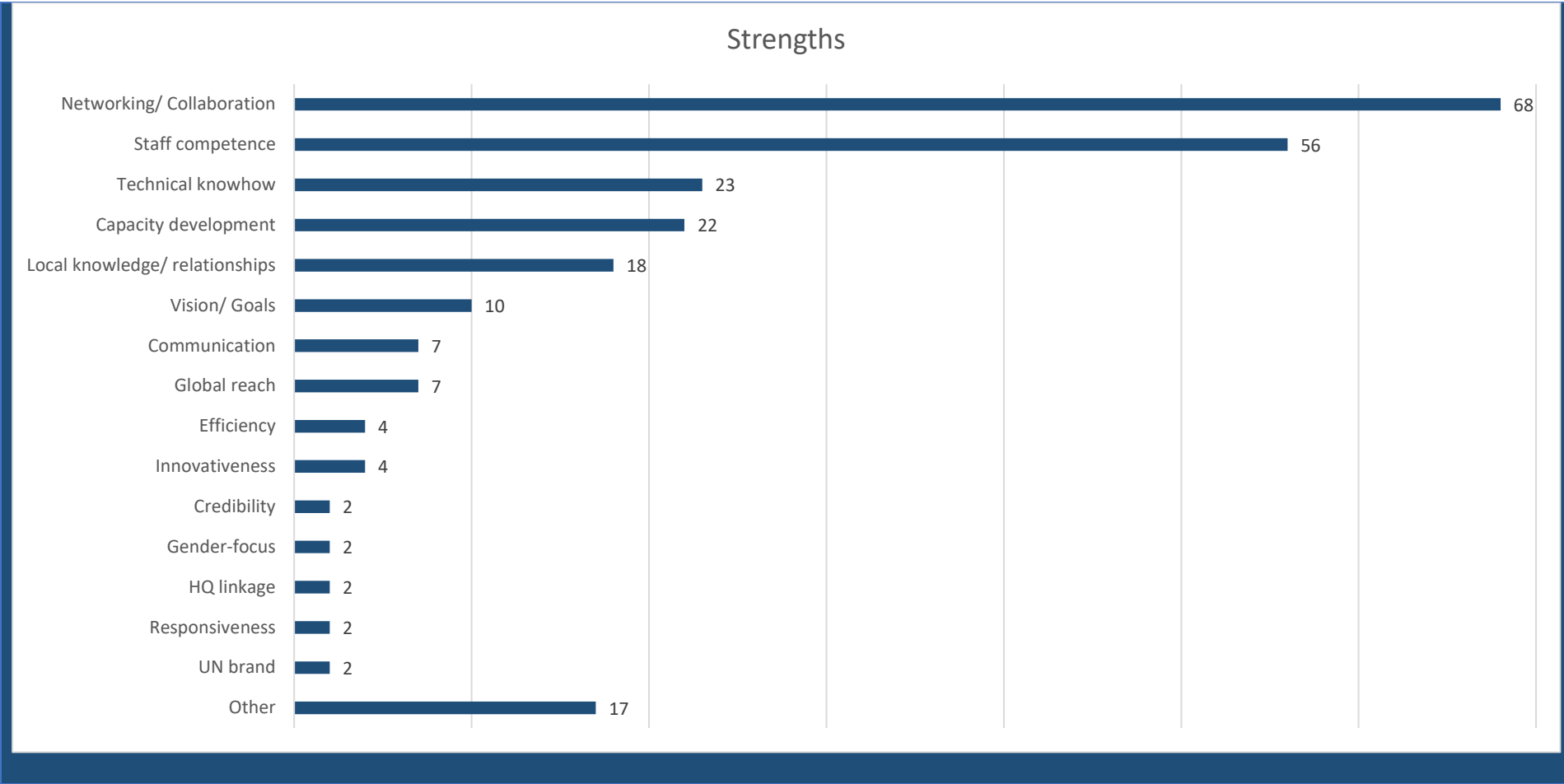
With regard to outcomes as a network (Chart 7), survey respondents were generally more positive. However, interestingly, staff were (statistically) significantly less positive than external stakeholders. While external stakeholders had net ratings around or above 1 on most outcomes, staff, who are likely more intimately familiar with the interworking of the network, had net ratings in the range of 0.4 to 0.8 for most outcomes.

Chart 7. Outcomes accomplished as a network

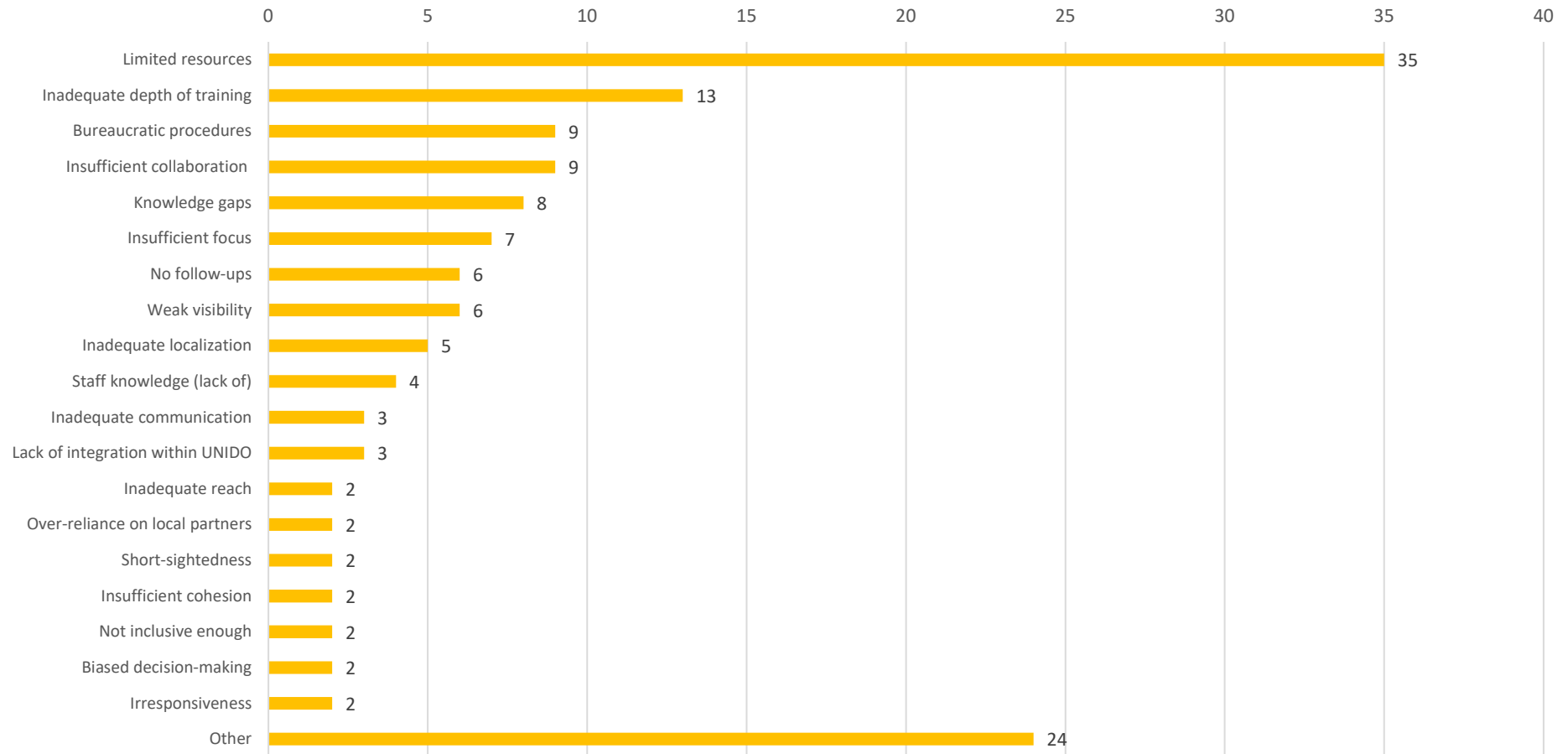


From the comparison of expected and actual outcomes (refer back to Chart 4) as well as from the survey responses tabulated above, it is clear that ITPOs and the Network as a whole, are effective as a platform for ‘matchmaking’ between interested parties. They provide invaluable services in facilitating interactions among public and private sector entities. This was further substantiated by in-depth interviews and focus group discussions with the key informants. Thus, evaluation found substantial evidence for the ITPO network’s effectiveness in several critical functions envisaged of it.

Chart 8. Strengths and weaknesses identified by the survey respondents



Weaknesses



(Based on text analysis on open-ended survey responses)

The evaluation also found evidence suggesting that the capacity development services provided by the Network were effective in building the capacity of both public and private sector entities. Thus, for example, ITPO Shanghai 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 environment, social and governance (ESG), 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 Cambodia, Central Asia, India, and Nigeria. Similarly, extensive capacity development work was undertaken by other ITPOs.

The evaluation also found evidence for the promotion of inclusivity and sustainability standards among supported industries. The signing of a memorandum of understanding between ITPO Shanghai and the Shanghai Jiao Tong University (SJTU) on comprehensive cooperation under the impact investment capacity building programme, the industrial application of green economy and innovation technology, and the youth development plan exemplifies evidence in this regard. Further, under this initiative, a course on 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, ITPO Shanghai shared its experience with regard to Shanghai's development zones. It also collaborated with the UNIDO Department of Environment (EAE/ENV) to introduce the Practitioner's Handbook for Eco-Industrial Parks and An International Framework for Eco-Industrial Parks in China.

The evaluation, however, found evidence for some weaknesses in design monitoring, follow-up and reporting systems. In terms of design, all ITPOs are classified as UNIDO projects. Several key stakeholders pointed out the challenge with running ITPOs as projects; some of which have been ongoing for 40 years. There was also some debate on the location of the ITPO network coordination within the UNIDO organizational structure. ITPOs are currently coordinated by the ITP Network Secretariat located in the Investment and Technology Promotion Division at UNIDO HQ (see UNIDO's organigram in Chart 19 in [Annex IX](#)). Some stakeholders suggested that the ITPO network could be coordinated as a cross-cutting mechanism, hence located outside a specific technical directorate, both for raising its visibility and enabling cross-cutting collaborations across various directorates, departments and divisions. However, the evaluation finds that such an approach risks diluting the technical focus of ITPOs. If such an option were to be pursued, a care should be to ensure that ITPOs do not become another organ of field representation.

More importantly, the evaluation found significant weaknesses in follow up and monitoring. With some possible exceptions (e.g., Bahrain and Japan), the evidence on the amounts of actual investments and technology transfers facilitated is scant and largely anecdotal. ITPO Shanghai reportedly cooperated with ITPO Italy to facilitate entry of Future Food Institution into the Chinese market. In collaboration with ITPO Germany, it 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. It also enabled some other investment and technology transfers such as by Best Logistics or Eastern Airline (outward) and Spark EV (inward). However, actual results (outcomes) and details on the investment or technologies transferred were generally not available.

Chart 9 below provides a summary of key outputs, outcomes and impacts achieved by the ITPOs. These results are based on ITPO documents. While this chart only includes information

for the last year for which results were available, more detailed by each ITPO over last 5 years in enclosed in Chart 17 in [Annex IX](#).

Chart 9. Key results by ITPOs

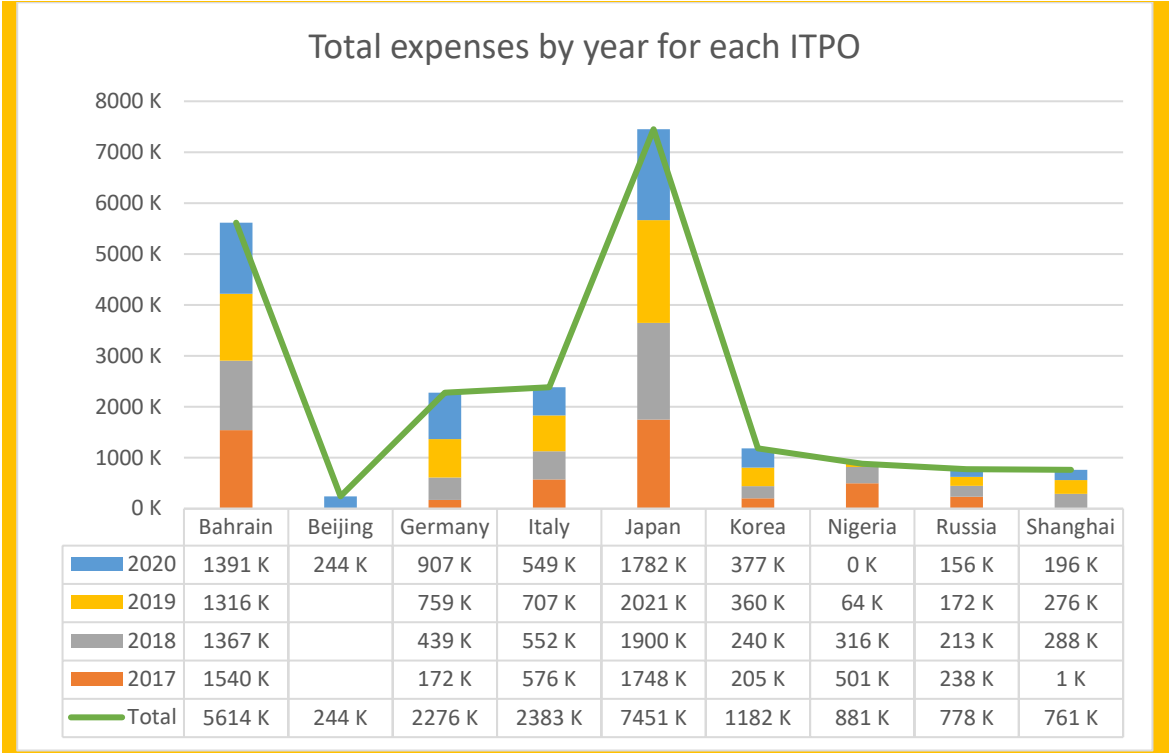
ITPO	Bahrain	Beijing	Germany	Italy	Japan	Korea	Russia	Shanghai
Year	2020	2020	2020	2020	2020	2019	2020	2020
Investment projects operational	246	2	14	1	24	17	0	27
Investment projects concluded	591	1	3	4	108	15	0	9
Contributed to creation of jobs (Number of jobs)	2,412	25	n/a	12	5,000	n/a	6	~120
Investment value (in millions USD)	122	31	10	12	150	n/a	n/a	9
Technologies identified and promoted	45	4	25	78	117	42	1	25
Environmental technology database	32	0	0	n/a	100	42	4	2
Technology transferred	110	1	4		5	n/a	1	4
Delegates invited and supported	1130	0	15	1	3	38	n/a	0
Countries fielded delegates/ advisors	45	0	0	1	2	5	n/a	0
Number of events organized	28	13	8	41	33	15	9	42
Number of HQ missions facilitated	4	1	4		8	1	1	4
Number of cooperation with other ITPOs	10	4	3	1	6	4	3	6
Number of cooperation with UNIDO field offices	4	2	5	3	15	5	2	3
<i>Source: ITPO documents</i>								

As can be seen from these charts, there is a wide variation in results achieved across various ITPOs and over time. The evaluation also found that there is no standard methodology by which these results are collected and reported. Further, the evaluation found evidence to suggest that limited financial and human resources constrain the ability of ITPOs and the Network as a whole to monitor and follow up on results (outcomes and impacts). As a consequence, it is difficult to ascertain the extent to which the Network is succeeding in its efforts to promote inward and outward flows of investment and technology. This is in line with the weaknesses identified across documents reviewed, key informant interviews, focus group

discussions, and survey response. A lack of adequate financial and human resources, short-term orientation, weak information management systems and absence of follow-up mechanisms were commonly listed as the weaknesses of the Network.

As seen in Chart 10, the total expenditure on nine ITPOs for the period of 2017-20 is approximately EUR 7.6 million. Japan and Bahrain, which are more well-established and are relatively better endowed, have the better capacity to follow-up and monitor the outcome of their work than other ITPOs, who are not as newly established or less resourced.

Chart 10. ITPO expenditure at a glance (Euro, '000s, years 2017-Nov 20)



Anecdotal evidence on key outcomes:

"[ITPO] helped find a partner in Cameroon, to test and help develop our product for the small-holder farmer Market."

"I have been able to get solar technology Partnership support from Omnivoltaic based in Shenzhen."

"I have been able to identify a market through support but progress is stalled due to lack of finance or possible investors particularly so in this age of pandemic."

Stakeholder surveys/ interviews (anonymized)

The evaluation was also tasked with the assessment regarding the extent to which the findings and recommendations from previous independent evaluations and self-assessments had been used to contribute to improving the effectiveness of the ITPO network. The last evaluation of the Network itself was a decade ago. In the meantime, some ITPOs (Italy in 2012, Japan in 2016, Bahrain in 2019 and Shanghai in 2020) have been evaluated. As seen from [Annex X](#), which provides a summary of the recommendation and action taken in response to the

previous thematic evaluation of the Network, previous evaluations have not just been at long intervals, but their optimal use does not appear to have been made.

Overall, evaluation finds some indicative evidence for achievement of expected outcomes, but it also notes weaknesses in follow-up and monitoring that need to be addressed systematically going forward. While ITPOs appear to be effective mechanisms for contributing to UNIDO's ISID agenda, its true potential as a network is yet to be realized.

2.3. Efficiency

EQ4. How efficient have the ITPOs and ITPO network as a whole been in the achievement of results outlined in the results framework? Is the implementation approach of the ITPOs adequate for a network? What are the implications of the bilateral funding model of ITPOs for UNIDO?

- ITPOs are generally very efficient, though some important opportunities for improvement exist. The Network, as a whole, can also reap the benefit of increased synergies.

Efficiency, the most basic economic measure of success, concerns ratio of outputs to inputs. In assessing the efficiency of the ITPO network, financial analysis of data provided by UNIDO was triangulated against stakeholder consultations to assess the mutual effect on the efficiency of individual ITPOs, the ITPO network and UNIDO as a whole. Further, the evaluation considered criteria relating to timely delivery of outputs and achievement of objectives, as well as alternative (i.e., counterfactual) scenarios to determine the efficiency with which resources and inputs were converted into outputs.

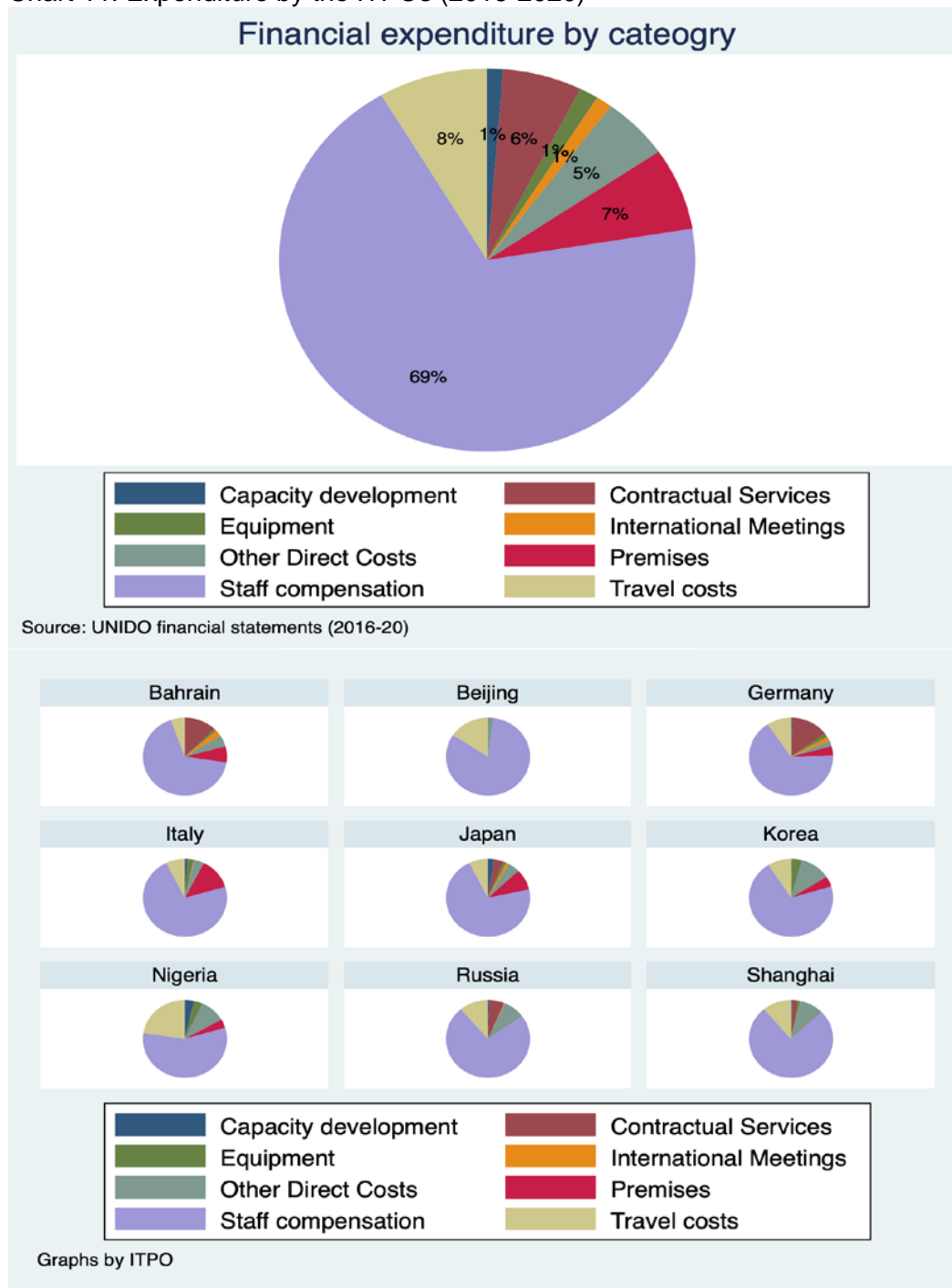
Around 70% of ITPOs' expenditure goes towards staff compensation for international and national staff and consultants¹⁵ (Chart 10), while approximately 8% goes towards local and international travel costs. ITPOs are generally established with host government support, which makes both cash and in-kind contributions to its operations. Their expenses on premises (7%), contractual services (6%), equipment (1%) and other direct costs (5%) are relatively modest. Therefore, any discussion on efficiency of the Network has to primarily focus on efficiency in use of human resources.

In [Annex IX](#), ITPO Shanghai has undertaken a large number of activities with limited staff and budget. ITPO Shanghai 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 138,000 (see Table 2). It was originally established under the Shanghai Municipal Commission of Commerce (SCOFCON) 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 ITPO in Shanghai 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, ITPO in Shanghai 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. Overall, from the sheer volume of activities

¹⁵ Note staff compensation in this Chart combines salaries for international and national staff and consultants to enable comparison across various ITPOs, however detailed financial statements provided by UNIDO are included in Chart 18 in [Annex IX](#). The proportion of expenses on staff compensation for each of the ITPOs is as follows: Germany (66%), Russian Federation (74%), Italy (72%), Japan (71%), China (Shanghai) (76%), Nigeria (71%), Bahrain (67%), China (Beijing) (82%), and Republic of Korea (71%). Travel costs include staff and local travel.

undertaken with such limited resources (appx. USD 706,000 - Details in Annex A4), ITPO Shanghai appears to be very efficient.

Chart 11. Expenditure by the ITPOs (2016-2020)



Similar conclusions were reached in the independent evaluations of the ITPO Bahrain (2019) and ITPO Japan (2016) respectively:

“The ITPO Bahrain Office is not costly in relation to the results achieved, the services it provides and the large number of implementation activities” (p.20). “The Office is active in a surprising number of activities, most notably the EDIP program which is now active in over 52 countries” (p.33)

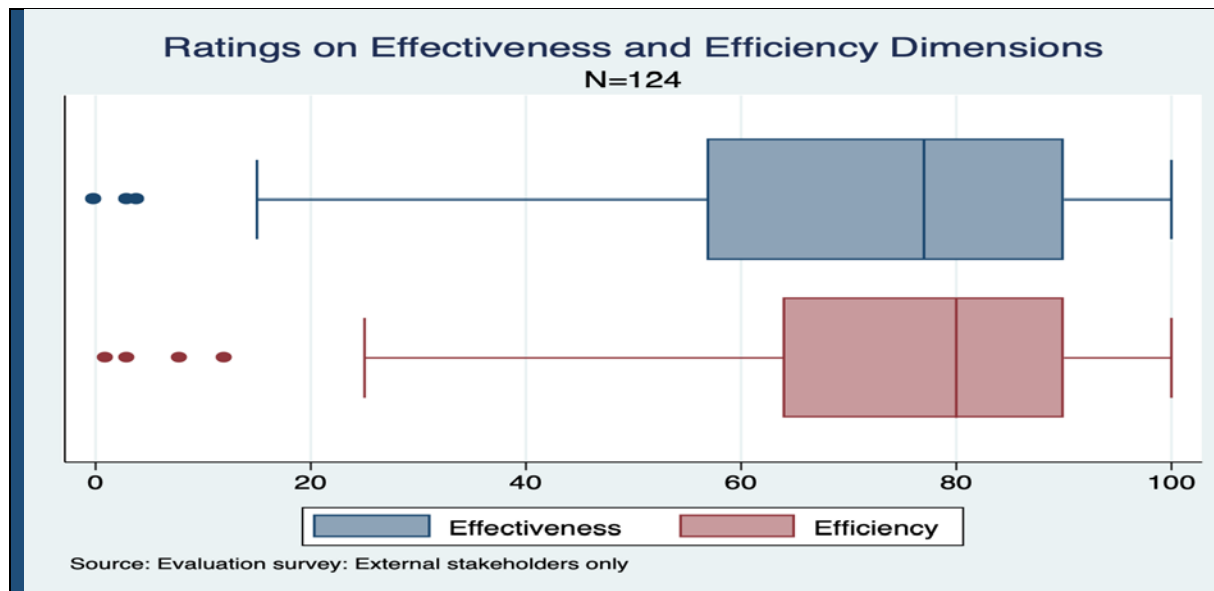
“This has been made possible by a shift of staff members and consultants to younger generations, as well as increase in efficiency and higher productivity of staff and good management the ITPO performs very efficiently and represents an asset for UNIDO as a whole.” (ITPO Japan, p.23-25).

It is readily apparent from an examination of activities and resources available that ITPOs are very good at converting inputs into outputs. This was also clear from stakeholder consultations and survey.

Chart 12 below provides a box plot graph for overall ratings on effectiveness and efficiency.¹⁶ It shows that the median value of overall efficiency rating awarded by external stakeholders was 80 (mean=75.5, S.D.=21.9). Thus, survey respondents rated the efficiency of the ITPO network highly.¹⁷

Taken together, the evidence presented above makes clear that ITPOs and the ITPO network have been efficient. That said, efficiency needs to be considered in conjunction with effectiveness to arrive at a more valid understanding as efficiency is meaningless unless it also helps achieve the desired results. As noted in the effectiveness section, the ITPO network is generally achieving desired outcome results. The overall survey ratings for effectiveness, when viewed in conjunction with efficiency, are also high (median= 77.0, mean=72.1, S.D.=22.7).

Chart 12. Effectiveness and efficiency: Overall ratings



This supports the finding of the ITPO Bahrain evaluation, which suggested that “there is a 75x factor return on investment for every dollar spent” by that ITPO. However, the evaluation also noted some opportunities for improvement. One, stakeholder consultations and survey noted some concerns regarding involvement in a large number of activities with limited strategic value, or “quick wins with short vision” as a key stakeholder described it. Second, this approach is of concern especially given the lack of adequate follow-up, which emerged as one of the

¹⁶ A boxplot box plot, also known as box-and-whisker, is a standardized way of displaying the dataset based on a five-number summary: the minimum, the maximum, the sample median, and the first and third quartiles. Minimum is the lowest data point and maximum is the largest data point (excluding any outliers). The box in the middle is bounded by the first quartile (Q1, 25th percentile) and the third quartile (Q3, 75th percentile), which are respectively the median of the lower half and upper halves of the dataset. The line in the middle of the box is the median line (Q2, 50th percentile, middle value of the dataset), which unlike mean, is less affected by the outliers in the survey ratings.

¹⁷ This is higher than most evaluation surveys of similar nature, where these scores are generally between 60 and 70, even for programmes and projects rated highly.

main weaknesses (see effectiveness section) of the Network. If ITPOs engage in a lot of activities, but do not follow them through to the logical conclusion (e.g., arranging meetings, but then not pursuing to see if those resulted in actual investment agreements) can give the appearance of being efficient without achieving actual outcome results. This can also be extended to the impact level (e.g., are the investments and technology transfer leading to desired type of industrialization or to establishment and transfer of polluting industries). In the absence of follow-up, it is really difficult for the ITPOs, and the Network as a whole, to assess this.

Third, ITP Network Secretariat can play a bigger role in creating and facilitating a synergistic network. In this respect, an initiative by ITPO Bonn to support the functioning of the ITP Network Secretariat by providing staff at HQ is a model that can be used by other ITPOs¹⁸, and other units (e.g., specialized projects that tap into ITPO services) to pay for other common expenses towards building a more well-knit network.

2.4. Impact and sustainability

EQ5. What long-term results have the ITPOs and ITPO network as a whole obtained so far? To what extent are these results sustainable?

- There is evidence that within the constraints of resources, various ITPOs are contributing towards the intended impacts in line with the broad ISID and SDG9 agenda. However, impact of the Network as a synergistic entity working in tandem across UNIDO is yet to be realized.

Impact refers to the attributable contribution to the achievement of objectives pertaining to long-term benefits to targeted beneficiaries, including institutional, policy and social transformations, while sustainability refers to the ability of beneficiaries and governments to sustain trajectory of progress made. The evaluation team considered the impact question in the context of a theory of change constructed for the ITPO network (see Annex II). The network seeks to achieve the following impact: “The ITPO network helps Member States 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.” This objective has three key 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 be attributed to the ITPO network support.

The evaluation found evidence to suggest that ITPOs are providing value-added services in line with the broad ISID/SDG9 agenda. First, ITPOs are funded by host countries through voluntary contributions, which is an indication that their services are considered valuable. Second, stakeholders unequivocally expressed satisfaction with the products and services delivered to them. Third, stakeholder consultations suggested that *within the constraints of its resources*, ITPOs were doing an excellent job at engaging stakeholders, including governments and the private sector, in identifying and delivering on its ISID agenda.

Note: From June 2018 to September 2020: Germany/BMZ financed a Junior Professional Officer Position at the ITP Network Secretariat. From Oct 2020 to December 2022: ITPO Germany places an L-3 (expert) at HQ, but the staff member’s organizational affiliation is ITPO Germany. However, the L-3 serves as Gender Focal Point for the ITP Division (20% of her time). Since 2020, ITPO Germany has been financing a full time ISA consultant (Project Associate) to work under the ITP Network Coordinator. ITPO Germany finances several months of one additional ISA consultant (Project Associate) each year to work under the ITP Network Coordinator. Other ITPOs are also contributing several months each year to strengthen the ITP Network Secretariat which would otherwise consist of only the P-5, 1 G-5 and 1 G 6.

Some evidence, although limited, shows proof for the impact of ITPOs. According to its 2019 independent evaluation, ITPO Bahrain has reportedly boosted the industrialization process in a number of countries in its region.

“The ITPO Bahrain is very well connected in Bahrain and the region (as noted by a number of counterparts) and has created almost USD150 of potential investments for each dollar spent in its budget. Furthermore, for every recent year at least 2000 jobs were created as a result of these investments, which is another strength indicator for governments wishing to launch an ITPO office in their country. Close ties have been developed with local and regional financial institutions that trust ITPO Bahrain and its model in promoting technology and investment” (p.34).

“A number of entrepreneurs starting from the universities have matured and have secured funding from the banks. As the ecosystem matures and Sudan creates more synergies with the GCC region and the francophone regions in Africa through Morocco, more entrepreneurs will expand to these parts of the world through local partners, and franchisees” (p. 18). “The ITPO Office in Bahrain is not only making very good use of its available resources [but] it also creates a “mushrooming effect” by working or establishing all the necessary players in the ecosystem so that their interactions can be sustained and grow with time” (p.24).

Similarly, the 2020 evaluation of ITPO Shanghai found evidence for the ITPO’s contribution towards inclusive and sustainable industrial development in China, although no concrete measurable results were available at that stage. However, the ITPO did report that it had established partnership/contact with over 100 public and private organizations around the world, which was helping in mobilizing resources and increasing UNIDO’s corporate visibility. Consultations with external stakeholders provided some independent validation for the claim that ITPO Germany “contributes to the inclusive and sustainable industrial development and economic growth of developing countries by identifying and mobilizing technical, financial and managerial resources.”¹⁹

“Japanese ODA budget has been in a declining trend since its recorded peak in 1997, from JPY 1,168 billion down to JPY 542 billion in 2015. It slightly increased in 2016 to JPY 552 billion. Despite this declining trend, allocation of funds for ITPO Tokyo has been sustained at the same level, and in 2013, it was increased by JPY 30 million for Advisory Services in Africa. In terms of JPY the same financial level has been maintained. In order to secure the financial sustainability granted up till now, UNIDO and ITPO Tokyo are required to keep providing value-for-money services and continue to be trusted by its sole financial source, METI, as well as MOFA” (p. 31).

Illustrative stakeholder statements:

[ITPO] “had an excellent positive impact on the entrepreneurial ecosystem in the MENA region.”

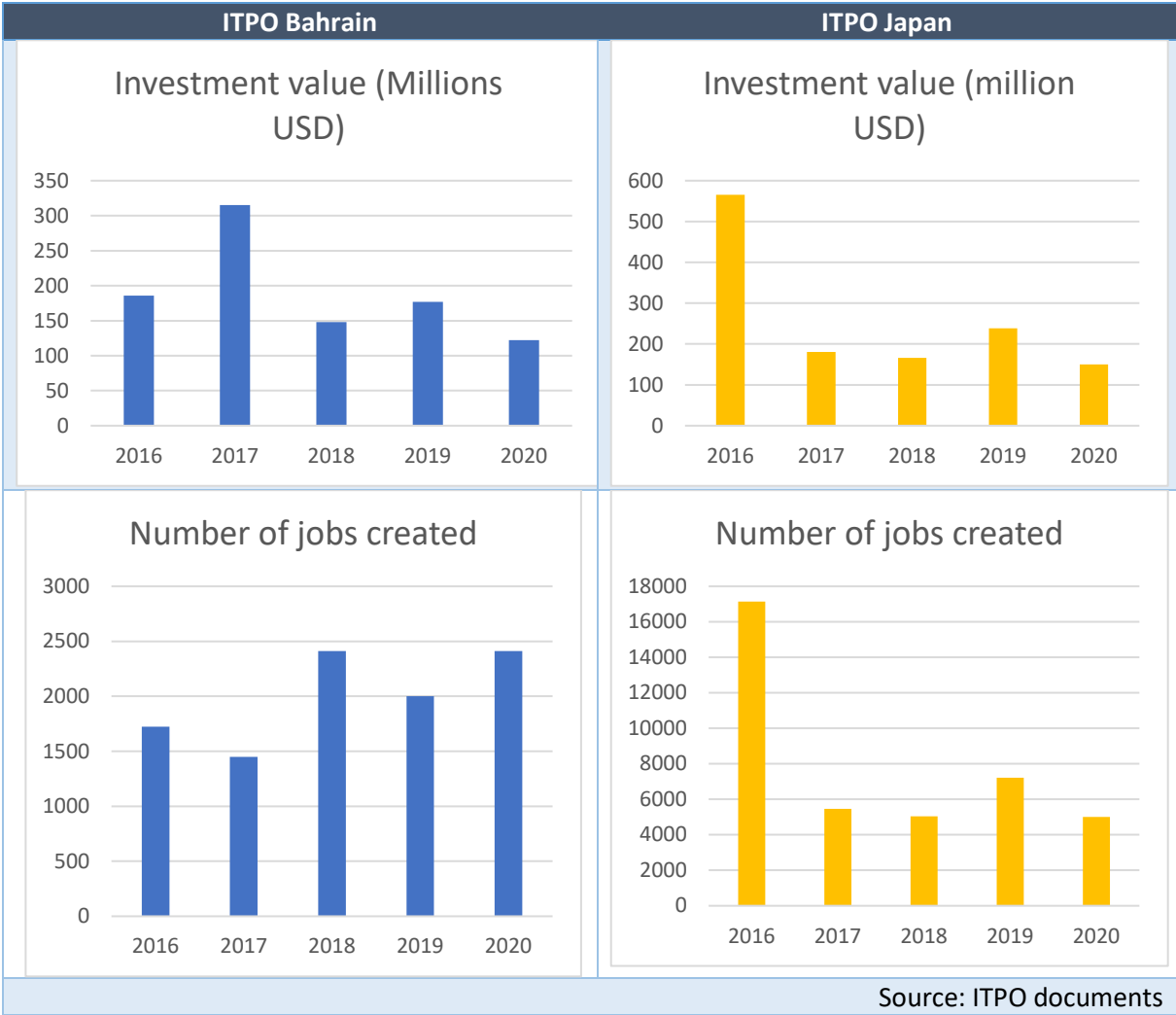
“ITPO Offices and ITPO Network contribute in a limited way to achieve inclusive and sustainable industrial development due to the fact of the lack of resources and the limited impact on their activities. More impact activities should be implemented.”

“The ITPO Network shows the potential of UNIDO to promote ISID in developing countries...the Network’s existence in addition to the performance of ITPO [name] encourages donors’ commitment to continue funding ITPO’s activities.”

Stakeholder surveys/ interviews

¹⁹ ITPO Germany annual report, 2019

Chart 13. Impact of ITPOs Bahrain and Japan



However, as shown in Chart 7,²⁰ ITPOs in general do not have adequate information to demonstrate impact of their work. Only better resourced ITPOs such as Bahrain and Japan can provide information pertaining to investment, technology transfer and jobs created (Chart 13). This chart shows wide variation in impact results achieved over time. Moreover, it is not clear if different ITPOs use standard methodology to capture their outcomes and impacts, which is necessary to compare them across the Network.

Further, as noted in the independent evaluation of ITPO Tokyo:

“It is also to be noted that 90% of investments and the vast majority of jobs created are due to one single project in Lao PDR, as shown in figure 7 below. This reflects the situation for the period under evaluation and shows that there is no geographical balance in investments and job creation. Only a few countries in Africa, which is the geographic priority of the ITPO Tokyo, show completed investments and job creation: Morocco, Algeria, Ethiopia, Kenya, Tunisia and Côte d'Ivoire. It is to be noted that the figures relate to projects initiated before the evaluation period and the number of contacts and ongoing activities with Africa are likely to lead to a more balanced geographical distribution. However, and this is an in-built limitation of ITPO, geographical balance and priorities can be taken into account at the early promotional and match making phases but there is no control on the contracts concluded and the actual investments” (p.18).

²⁰ With further details in Chart 17

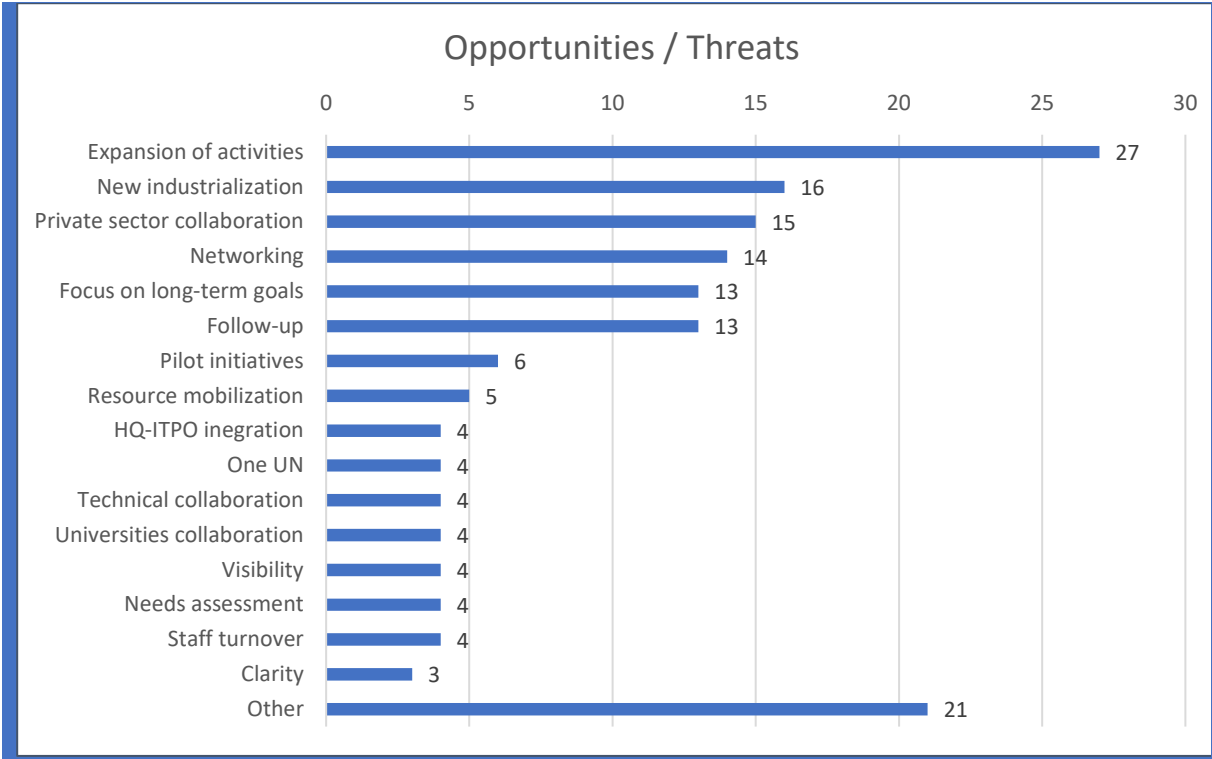
A major assumption underlying this ToC is that if ITPOs achieve results in these categories, UNIDO will be in a better position to support its Member States in realizing their own goals pertaining to inclusive and sustainable industrial development as well as their overarching sustainable development goals. Further, by working cohesively together as a well-functioning network, ITPOs can realize network synergies that can amplify their and UNIDO’s impact and outcome results in this regard.

In terms of sustainability, ITPO Shanghai has been receiving strong support from the host country. Desk review and stakeholder consultations indicated their continued interest in supporting ITPO Shanghai. 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 ITPO Shanghai.

Stakeholders in interviews and surveys identified several opportunities for the Network. Chart 14 tabulates the results from the survey. As most respondents identified opportunities and threats conversely (e.g., new industrialization as an opportunity, but not addressing new industrialization as a threat), these are tabulated together for the sake of conciseness.

Survey respondents identified expansion of activities, new industrialization, private sector collaboration, networking, focus on long-term goals and follow-up as some of the trends that ITPOs needed to address. In elaborating their responses, they recognized that ITPOs (and UNIDO) had a major opportunity to address Member States’ inclusive and sustainable industrial development agenda at this moment in time, but they also recognized that it required ITPOs to take a more long-term approach towards addressing these environmental trends.

Chart 14. Opportunities and threats identified by the survey respondents



Overall, the evaluation found triangulated evidence to suggest that within the constraints of current structure and resources, the ITPO Network appears to be making a contribution to UNIDO’s ISID agenda. It is difficult to quantify its extent, however, given lack of results’ data.

That said, stakeholders on field missions could at least point to some suggestive evidence and specific examples in this regard, such as those included in the box above.

2.5. Human rights and gender

EQ6. 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?

- The evaluation found evidence for action on gender mainstreaming, but to a lesser degree on human rights and equity issues that address the need of other vulnerable groups.

Gender equality has been recognized of special importance to UNIDO's goal of achieving inclusive and sustainable industrial development,²¹ which is expected to have a multiplier effect on other facets of the 2030 SDG agenda, including SDG5 on achieving gender equality and empowerment.

As revealed in stakeholder consultations and surveys (see Chart 7), stakeholders are satisfied with the overall performance of the ITPO network on this dimension. The evaluation found the ITPOs to be cognizant of the importance of this issue. ITPO Shanghai, which has an all-female professional staff, seems to be paying adequate attention to UN and UNIDO's agenda on gender equality. It 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 ITPO Shanghai. More than 40% of beneficiaries engaged in the activities of ITPO Shanghai were reportedly female. Besides, ITPO Shanghai 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, ITPO Shanghai seems to have made concerted efforts to promote gender equality in its work.

Similarly, the 2019 evaluation of ITPO Bahrain noted that gender mainstreaming had received adequate attention from that ITPO, which had reportedly promoted female entrepreneurship as an integral component of its work programme. In 2017, ITPO in cooperation with the UNIDO Capacity Building Institute and the UNIDO Gender Office, organized a special capacity building program on gender equality in manufacturing for delegates from Africa from 20 countries.²² ITPO has also helped build "a vibrant community of female entrepreneurs" through Bahrain Businesswomen's Society (BBS). Four members of BBS currently act as UNIDO Ambassadors. "The society has 120 members, most of whom have graduated from the ITPO's entrepreneurship program before setting up their companies or later on." BBS has also set up its own incubator and link up "with the China Businesswomen's Association, the Supreme Council for Women and often attend high profile events and meetings organized by the ITPO" (p.24-26). The evaluation also noted that these interventions had contributed to the creation of a more conducive business environment for female entrepreneurs in Bahrain.

Other ITPOs also reported similar efforts to mainstream gender. In its annual report for 2019, ITPO Germany reported organizing a study tour for six experts (five female) on technology

²¹ GC.15/Res.1 and SDG 9 on building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

²² Angola, Burkina Faso, Cameroon, Central African Republic, Cote D'Ivoire, Equatorial Guinea, Ethiopia, Gambia, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Seychelles, South Africa and Zimbabwe.

promotion for the Chinese Ministry of Ecology and Environment and affiliated organizations. The tour facilitated discussions on air quality management policies, air pollution control technology promotion, pollution control in industrial parks and permits for pollution control. The delegation focused on technical exchange regarding air technology promotion and permit management, which is expected to contribute to UNIDO's mandate on safeguarding the environment. It also reported another farming project in Kenya for which a majority of beneficiaries were women.²³

ITPO Italy reported several activities targeted at women entrepreneurs in its 2018 annual report. For instance, it organized an international forum entitled - Increasing the contribution of women to economic growth and prosperity: Creating an enabling environment, which was staged in cooperation with the All-Russian Non-Governmental Organization of Small and Medium Business (OPORA RUSSIA) - Committee on Women Entrepreneurship Development. "During the event, a representative from the Lahore Chamber of Commerce and Industry (LCCI) talked about the support given by ITPO Italy to the Pakistani women fashion designers. The ITPO also, similarly, organized workshops and panels for Cuban female entrepreneurs to promote entrepreneurship, gender equality and sustained economic growth.

ITPO Nigeria organized a financial literacy program for 30 women managers and entrepreneurs to discuss "the practical aspects of formulating bankable business proposals," where many participants reportedly emphasized the importance of upgrading financial literacy in order to achieve women's empowerment and gender equality in business.²⁴

The evaluation also noted weaknesses in reporting gender mainstreaming efforts at other ITPOs.²⁵ The 2016 evaluation of ITPO Japan had noted that "No information on the approach to be followed for gender mainstreaming was included in the project document and no indicators were provided" (p.33). A perusal of its annual report shows that this still continues to be the case. This does not imply that the ITPO has made no efforts at gender mainstreaming. Even that evaluation had noted that "In the meetings in Tokyo with entrepreneurs, several participants were women, the same high ratio of women's participation was observed at the UNIDO meeting on procurement." However, in the absence of specific reporting, the evaluation still lacks the basis to make any concrete inferences in this regard.²⁶

At the Headquarters level, as noted in the evaluation of UNIDO's field network (2019), UNIDO has reportedly launched a number of initiatives, including setting up of a Gender Focal Point (GFP) network to support, inter alia, field offices. These focal points are expected to devote increased focus on the gender dimensions of the UNSCDFs (formerly UNDAFs) as well as the UNCT SWAP, as an existing example of cooperation. UNIDO also now uses a Compliance Checklist for screening technical assistance project, which covers ESG and gender mainstreaming aspects. The internal quality assurance process, reportedly, at the time of project design often generates an internal dialog on such matters. As a result, efforts at gender mainstreaming at the HQ-level appear to be making progress. Further, ITPO Germany has financed a L-3 as Gender Focal Point for the ITP Division, for the period of Jan 2020 to

²³ This 'Burani farming' project cultivates 7-8 different crops such as okra, tomatoes and onions on 8-9 hectares of land. The purified water allows the establishment of a fish farm and a vertical farm with a drip irrigation system. The project has created jobs for 17 people; of which at least 13 are women.

²⁴ Annual report of the ITPO Nigeria, 2017.

²⁵ It was reported that all newer ITPO project documents (ProDocs) now include gender responsive indicators, which is expected to collection of sex-disaggregated data. However, this data was not available at the time of evaluation.

²⁶ Similar inference can be drawn in case of ITPO in Seoul. Its annual report for 2018, for example, makes no mention of women, gender or female anywhere in the report.

December 2021 (2-year cycle). This should help the Network further strengthen its commitment to gender mainstreaming.²⁷

On the dimension of human rights issues for other vulnerable groups, it does not appear to have received similar attention either at the HQ, field or ITPO-levels. This might be explained by the nature of the ITPO activities and its direct beneficiary-groups (e.g., business partners, private sector, government). The evaluation found no concrete information to make a determination in this regard. Overall, in the absence of actual data on outcomes, it is really hard to know the extent these issues receive attention in practice.

²⁷ Gender Focal Point for ITP Division has already helped establish a Gender Lens Investing Task Force across the organization to develop an e-learning course on Gender Lens Investing. In 2021, a gender mainstreaming strategy for the network is expected to be presented to the ITPOs.

3. Conclusions

Based on the triangulated evidence presented in previous section, the evaluation derived following conclusions, which are summarized below with the help of the SWOT analysis in Chart 15.

Evaluation found adequate evidence to conclude that the work of the ITPO network is highly relevant to achieving UNIDO’s and its stakeholders’ mandates on ISID. This includes various ITPOs and their host governments’/ main donors’ needs for sustainable industrial development. ITPO network is relevant as a platform to facilitate “matchmaking” among relevant public institutions and private sector enterprises in both developed and developing countries. Their mandate for promoting investment promotion and technology transfer collaboration is highly relevant in today’s socio-economic environment.

The evaluation also concludes that various ITPOs have strong ties with their donors/ host countries, which appear to have been managed in a mutually satisfactory manner. As ITPOs almost exclusively rely on these ties for their continuation, these ties will need to be constantly monitored and managed to the satisfaction of the host governments. ITPOs at Shanghai, Bonn, Moscow, Manama, Rome and Tokyo appear to be managing these relationships really well. The other ITPOs (Beijing, Abuja, and Seoul) are new or are in the process of re-establishment. These ITPOs will need to pay even closer attention to the host country ties and expectations. It should be noted that this poses a risk of conflict of interest and calls for enhanced governance and coordination for the ITPO network.

Chart 15. SWOT analysis of the ITPO network

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Strong ties with donor/host country. ✓ Staff competencies. ✓ UNIDO’s brand name/corporate reputation. 	<ul style="list-style-type: none"> X Insufficient financial/human resources. X Weak follow-up, results monitoring and reporting systems. X Weak knowledge management and sharing systems. X Weak governance, coordination and programmatic framework for the ITPO network as a whole. X Weak collaboration with the UNIDO’s field offices. X Financial management of ITPOs as “projects” instead of as “organizational units” to manage/implement actual projects.
Opportunities	Threats/ Challenges
<ul style="list-style-type: none"> ✓ Consolidating and institutionalizing the ITPO network with an explicit ISID programmatic approach. ✓ Developing unique niche for each of the ITPOs. ✓ Increased demand for UNIDO’s services (e.g., Industry 4.0, Circular Economy, Renewable Energy, Sustainable Development). ✓ ISID agenda is on top of most national governments’ priorities, which makes it possible to build and leverage potential partnerships for increased resources and impact. ✓ Window for engagement with private sector. 	<ul style="list-style-type: none"> X Geopolitical tensions threatening global supply chains and investments. X Pandemic-induced world financial crisis. X Limited joint programming among ITPOs, UNIDO HQ and field offices as well as with other UN agencies. X Dependence on a single donor.

The Network as a whole is also very relevant to Member States' needs, but its relevance can be further boosted by (a) increasing the level of collaboration across ITPOs, (b) improving network governance and coordination with UNIDO HQ and field offices, and (c) developing unique niche for each of the ITPOs that are members of the Network.

The ITPO network, and its component ITPOs, have demonstrated the ability to deliver a high volume of activities with limited financial and human resources. However, when viewed in conjunction with effectiveness, the scope for improvement is also very clear. As noted in the evaluation of ITPO Shanghai (2020):

“The ITPO does not currently 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.”

Similar patterns are discernible across other ITPOs. Only Bahrain and Japan, the two relatively better resourced ITPOs, have resources that are adequate for undertaking some degree of follow up.

The ITPO network do not adequately coordinate their programmatic work with the UNIDO's field offices. As mentioned in the evaluation of ITPO Shanghai, the ITPO can increase its collaboration with the field office in China as well as with the UNIDO Centre for South-South Industrial Cooperation in Beijing, which has important implications for UNIDO's 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. The previous evaluation of the ITPO network carried out in 2010 had concluded that “Integration of ITPOs and IPU in UNIDO's wider information exchange mechanisms” and “strengthening synergies between ITPOs, UNIDO HQ and its networks should be a priority” (p.55). Despite some improvements, the current evaluation concludes that this task still remains pending to a large extent.

Within UNIDO, ITPOs have a unique role to play in engaging private sector in both the host and targeted (for investment or technology transfer) countries, however this collaboration can be further boosted by reducing *ad hoc* and sporadic collaboration in favor of more strategic, ongoing and formalized engagement.

The evaluation concludes the need for the ITPO network 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, UNIDO's ISID agenda is a top priority for most Member States. 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, the ITPO network can tap into potential partnerships (e.g., GEF projects, other UN agencies and The World Bank) to leverage resources and capabilities for an increased impact.

At the same time, ongoing geopolitical tensions threaten global supply chains, technology transfers and investments. These tensions still affect all of the central to ITPOs' work. The COVID-19 pandemic, which threatens to cause a looming worldwide financial crisis. In this context, dependence on a single donor, coupled with limited joint programming with other UN agencies, can inhibit long-term growth and sustainability for various ITPOs.

Overall, the evaluation finds the ITPO network to be highly relevant to the work of UNIDO and its stakeholders. It is also very efficient in delivering a high volume of activities at a low cost. While there is a wide variation in outcomes and impacts accomplished by different ITPOs, this

can largely be attributed to the resource endowments of the ITPOs. The Network, as a whole, can also foster increased collaboration not just across ITPOs, but also across the entire Organization. This increased collaboration and integration across the Organization can provide UNIDO a highly effective mechanism for achieving its ISID agenda.

4. Recommendations

The evaluation recommends UNIDO and its Member States to consider the following options for increasing effectiveness and efficiency of the ITPO network in the context of UNIDO's ISID/SDG 9 agenda.

Recommendation 1: Enhance governance to foster an institutional and programmatic approach for the ITPO network and identify its explicit contribution to UNIDO's goals and mandates (at network level, as well as at by each ITPO).

UNIDO should consider:

- Developing an ITPO network policy framework (to be approved by the EB), to establish ITPO network programmatic mandates, key roles and responsibilities, as well as coordination mechanisms to enhance ITPO network governance. While further enhancing the uniqueness of each ITPO, this framework should be used to build synergistic collaboration across ITPO network. The underlying principle here is not to pool resources across various ITPOs, but to build synergistic collaboration that cuts across the entire Network and other parts of UNIDO.
- Developing unique identity and distinctive competencies for each of the ITPOs of strategic planning process including an in-depth SWOT analysis of each ITPO.
- Leveraging expertise and local priorities of different ITPOs while promoting close collaboration and synergies with other UNIDO programmes to serve the entire network and provide synergies. The strength of the ITPO network should be much more than the sum of its individual offices. This can also help diversify its resource/funding base for various ITPOs, which is necessary for increased long-term sustainability.
- Making ITPO interventions available to all UNIDO offices worldwide and mobilize resources and local contacts to facilitate or adopt them in more regions. For example, ITPO-hosted events and interventions available to all (especially senior management) directly and via the UNIDO database as some managers at HQ expressed their concern for being left uninformed. Facilitate the procedures for ITPOs to be able to charge for services offered to other UNIDO projects and UNIDO to other UN agencies.
- Expanding the footprint of ITPOs Network by establishing more ITPOs (e.g., in the Americas region) on a priority-basis. The first step in this process could involve embedding officials in local investment promotion agencies (e.g., Shanghai model at inception). This will not only help UNIDO meet the demand for more ITPOs, but also make the work of other ITPOs more effective by promoting synergies across regions.
- Raising the profile of ITP Network Secretariat by establishing an ITPO network steering committee chaired by DTA/MD and composed of EPR, PFC and DTA MDs, ITP coordinator and ITPO's heads, in order to (a) create a shared understanding and mutual accountability among ITPOs and (b) give an overarching ITPO network role for further contributing to UNIDO's mandates and strategic goals. The ITPO network steering committee could also include, as needed, donors' representatives to build a level of ownership on ITPO goals that facilitates them to collaborate with each other without running afoul of their funding mandates. When the ITPO network is sufficiently institutionalized, upgrading the ITP Network Secretariat to be headed by a senior management position to further raise the Network's profile, could also be considered.

Suggested Management Action Plans (MAPs)

MAP 1	Responsibility	Timeline
To design and formulate an ITPO Network Policy Framework to be submitted to the UNIDO Executive Board for approval, including key roles and responsibilities, as well as coordination mechanisms to enhance ITPO network governance	- Managing Director, DTA, in cooperation with all Managing Directors, and ITPO's heads	Third Quarter 2021
MAP 2	Responsibility	Timeline
To design and formulate an ITPO Network Programme Framework (a Strategic plan or roadmap) to be submitted to the UNIDO Executive Board for approval, including <ul style="list-style-type: none"> - ITPO network programme objectives and key performance indicators - Additional objectives for each ITPO, with key performance indicators, in close coordination with the Donor of each ITPO 	- Director, DTA/DTI, and UNIDO ITP Network Secretariat, in cooperation with the ITPO's heads	Fourth Quarter 2021

Recommendation 2: Establish a more tight-knit ITPO network

This recommendation includes suggested actions for consideration such as:

- UNIDO needs to create greater synergies between ITPOs, UNIDO HQ and its field network. It should consider establishing:
 - A steering committee at the Network level, composed by HQ Senior Management, ITPO heads, and ITP Network Secretariat staff to guide the programmatic direction of the Network.
 - An advisory board to engage with private sector, at each ITPO. The advisory board for each ITPO could include representatives from host government and private sector such as Chambers of Commerce. The role of the advisory board is to engage large private sector organizations, in the work of ITPOs.
- ITPOs work plans should include explicit outputs with joint activities (and results) to be achieved by two or more ITPOs and other UNIDO's organizational units or projects
- ITPOs can source investment and technologies from more than one country with a view to provide optimum solutions focused on the needs of recipient country/beneficiaries.
- The role of various divisions/ units/ departments/projects at UNIDO HQ with respect to ITPOs can be further strengthened. UNIDO HQ can more optimally utilize the private sector engagement expertise developed at the ITPOs.

MAP 3	Responsibility	Timeline
To prepare a template for the annual (or bi-annual) ITPOs work plan on a results-based approach, to include the specific contributions to the ITPO network programmatic goals, as well as specific outputs and tasks for joint activities between ITPOs and with HQ services. The templates will be submitted to the ITPO Steering Committee or to the Managing Director, DTA for approval and issuance.	- UNIDO ITP Network Secretariat, in cooperation with the ITPO's heads	Third Quarter 2021

Recommendation 3: UNIDO should setup mechanisms for follow-up and monitoring outcomes and results from the ITPO network activities. It is important that the Network pays greater attention to achieving and demonstrating outcomes and impacts rather than activities and outputs.

- Systematic RBM mechanisms: UNIDO ITP Network Secretariat needs to establish systematic mechanisms and tools for operationalizing a results-based monitoring and reporting systems.
- Allocation of resources to monitoring and reporting in ITPO budgets or raising more resources or by reducing low value-added activities.
- ITP Network Secretariat should be given bigger role and resources for increased coordination on substantive as well as management support functions.
- UNIDO HQ should also increase emphasis on promoting organizational learning and knowledge management role of the ITP Network Secretariat, including for documenting best practices and lessons learned in investment and technology promotion. This should also include tools for wider dissemination of these learning tools and results achieved.
- Lastly, UNIDO HQ can encourage rebalancing of ITPO portfolios to reduce emphasis on undertaking a larger number of activities and increase focus on a limited number of activities with greater strategic value to the ITPOs and the Network as a whole.

MAP 4	Responsibility	Timeline
To prepare a template for a results-based monitoring and reporting of ITPOs, to facilitated results and outcome follow-up, and evidence-based contributions to the ITPO network programmatic and specific objectives. The template will be submitted to the Managing Director, DTA for approval and issuance.	- UNIDO ITP Network Secretariat, in cooperation with the ITPO's heads	Fourth Quarter 2021

Annexes

Annex 1. Terms of Reference

ITPO Network background and overview

In 1976, UNIDO introduced the very first Investment Promotion Service (IPS), followed by the establishment of twelve more IPSs world-wide²⁸ until end-1990. By the end of the 1990s, in a further effort to enhance the emphasis on the interaction of investment and technology, the IPS Network was renamed to the 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

²⁸ UNIDO Investment Promotion Services (IPSs) (year of establishment) included offices in Brussels (1997), New York (1977), Cologne (1978), Zurich (1978), Paris (1980), Tokyo (1980), Vienna (1980), Warsaw (1983), Washington (1984), Milan (1985), Athens (1992), Manama (1995), and Seoul (1997). Some of these IPs later evolved into ITPOs, while others discontinued their services.

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 Policy²⁹, the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation³⁰ and will be guided by the UNIDO Evaluation Manual³¹.

²⁹ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, dated 1 June 2018)

³⁰ UNEG. (2016). Norms and Standards for Evaluation (June 2016)

³¹ UNIDO. (2018). Evaluation Manual (ODG/EIO/IED/16/R.27, March 2018)

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

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 timetable³².

Evaluation 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 terminal 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 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.

³² 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.

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.

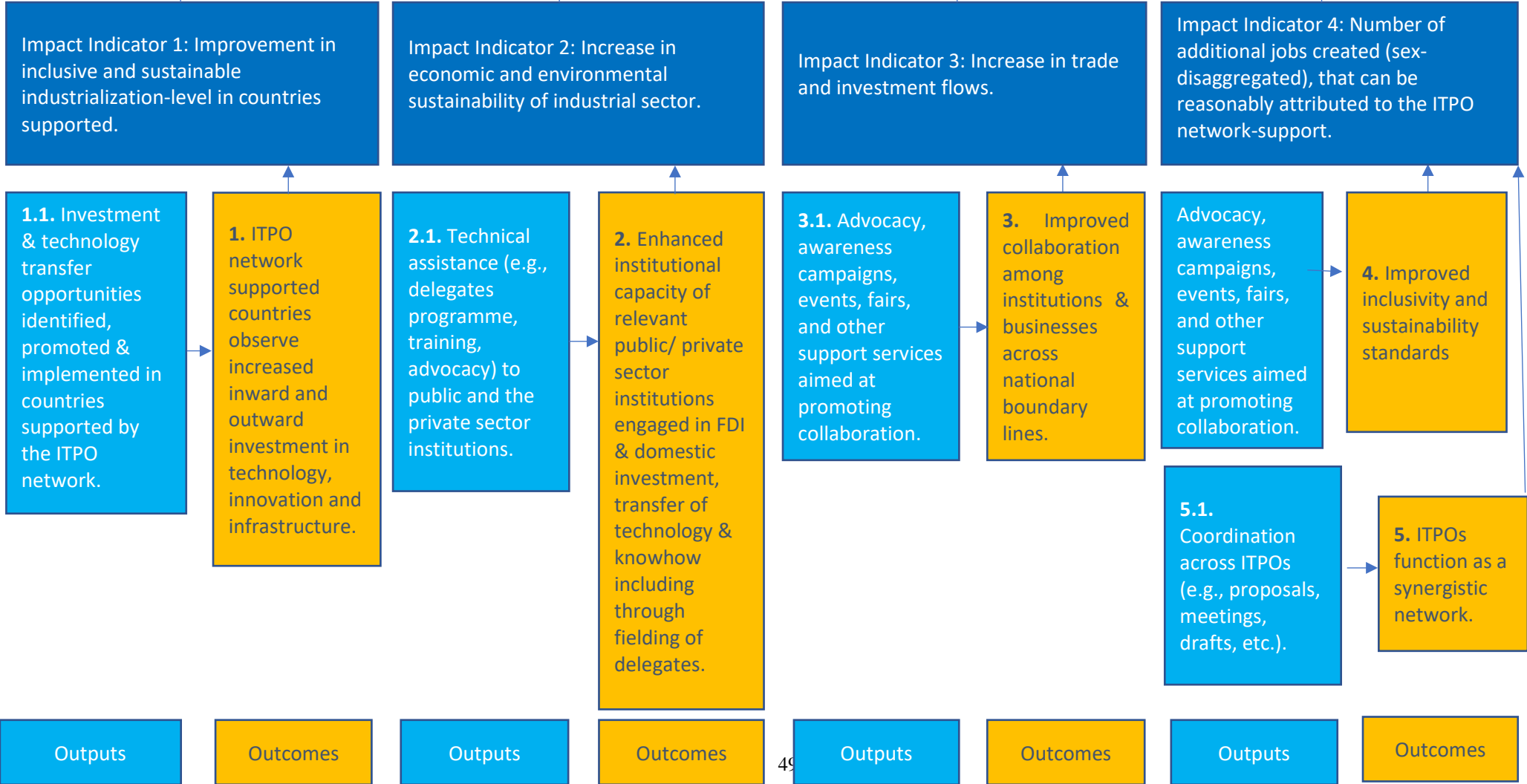
Quality assurance

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. Theory of change

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.



Annex III. Evaluation results matrix

Impact/Objective: The ITPO network helps Member States 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.	Surveys, interviews. 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 Investment and technology transfers in supported jurisdictions that can be attributed to ITPO support.	ITPOs and key stakeholders.	Surveys, interviews. FGDs, and archival data analysis.
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., MoUs) signed and implemented across national boundary line.	ITPOs and key stakeholders.	Surveys, interviews. FGDs, and archival data analysis.

Outputs	Outcomes (Including Targets, if any)	Performance Indicator of Outcome	Data Source	Data collection method
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.	Surveys, interviews. FGDs, and archival data analysis.
5.1 Coordination across ITPOs (e.g., proposals, meetings, drafts, etc.).	5. ITPOs function as a cohesive network, with the support of ITP Network Secretariat, for mutual synergistic performance benefits.	<p>The extent of collaboration in developing, planning and implementation of projects among ITPOs as well as with the UNIDO HQ.</p> <p>The extent of satisfaction among ITPOs on the support received from HQ.</p> <p>The extent of engagement among ITPOs and their stakeholders and other development partners.</p>	ITPOs and key stakeholders.	Surveys, interviews. FGDs, and archival data analysis.

Annex IV. List of key documents reviewed

No.	Relevant document
1.	UNIDO. (2016). UNIDO INVESTMENT PROMOTION. A Retrospective
2.	Project 170084 – project document- ITPO- Shanghai
3.	2018 Annual Report – ITPO- Shanghai
4.	2019 Annual Work Programme- ITPO Shanghai
5.	2019 Annual Report – ITPO Shanghai
6.	2020 Annual Work Programme- ITPO- Shanghai
7.	Newsletter for First Half of 2019 by ITPO Shanghai
8.	Newsletter for Aug-Oct 2019 by ITPO Shanghai
9.	Self-Evaluation Progress Report by ITPO Shanghai as of Feb. 2020
10.	List of Key Stakeholders for ITPO Shanghai
11.	SJTU-UNIDO MOU – ITPO- Shanghai
12.	UNGC - ITPO Shanghai Work Arrangement
13.	CIA - ITPO Shanghai Work Arrangement
14.	FFI - ITPO Shanghai Work Arrangement
15.	ITPO- Beijing 2009 eBook
16.	China ICM – Beijing
17.	China SITPC eBook
18.	Global Partnership AFRITACs 2009
19.	Donors' Report eBook 2018
20.	MTE UNIDOs PCP eBook
21.	THEM PPP 2012-13 -eBook
22.	THEM Review Entrepren-dev-Women- Youth 2015 eBook
23.	THEM – Upgrading 2011 eBook
24.	UNIDO ITCs
25.	Independent Evaluation ITPO Beijing 2009
26.	Independent Evaluation ITPO Shanghai 2009
27.	UNIDO ITPO Shanghai Evaluation Report – Case Study
28.	Main Activities ITPO Shanghai 2018-2020
29.	Schedule-ITPO Shanghai
30.	UNIDO-ITPO Germany Project Document
31.	2019-03 Article Business Diplomacy
32.	2019-03 Translation Article Business Diplomacy
33.	2020-05- Business Diplomacy Services ITPO Germany

No.	Relevant document
34.	2019-09 Article FAZ Newspaper ITPO
35.	2020-05-11 Examples Activities ITPO Germany
36.	Report on Investment Promotion Activities conducted by the Ethiopian Investment Commission through the support of UNIDO ITPO
37.	2019-05-29 ITPO Germany Inception Workshop final
38.	ITPO Germany 2018 Annual Work Programme draft
39.	ITPO Germany 2020 Annual Work Programme
40.	WP 2019 ITPO Germany 19 December 2018
41.	ITPO Germany Flyer ENG
42.	WP 2019 ITPO Germany Annex Activities by outputs 19 December 2018
43.	ITPO Germany List of Stakeholders 8 April 2020 revised
44.	ITPO Germany Prodoc EB Approved 190288, 2020-22, 18 November 2019
45.	ITPO Germany Minutes Inception Workshop final
46.	UNIDO-ITPO Germany Progress Report, 2017
47.	UNIDO-ITPO Germany Annual Report, 2018
48.	UNIDO-ITPO Germany Annual Report, 2019
49.	List of additional stakeholders ITPO Germany 05 May 2020
50.	ITPO Germany website statistics
51.	Specific areas of assessment (case study) of the UNIDO-ITPO P.R. China
52.	Specific areas of assessment (case study) of the UNIDO-ITPO Seoul, Republic of Korea
53.	Report of the Evaluation Mission ITPO Korea (USGLO96135) 2000
54.	ITPO-Korea results of major programmes
55.	UNIDO-ITPO Republic of Korea Annual Report, 2013
56.	UNIDO-ITPO Republic of Korea Annual Report, 2014
57.	UNIDO-ITPO Republic of Korea Annual Report, 2016-17
58.	UNIDO-ITPO Republic of Korea Annual Report, 2018
59.	ITPO-Nigeria Highlights 2018
60.	ITPO Nigeria Final Report 08.05.2018 (002)
61.	140318 NIR 1 May 2015-30-APR 2018
62.	Independent Evaluation ITPO France 2007
63.	ITPO Greece eBook 2008
64.	ITPO-Bahrain Annual Report 2018
65.	ITPO-Bahrain 20 Years Book
66.	ITPO-Italy Annual Report 2013
67.	ITPO-Italy Annual Report 2014

No.	Relevant document
68.	ITPO-Italy Annual Report 2015
69.	ITPO-Italy Annual Report 2016
70.	ITPO-Italy Annual Report 2017
71.	ITPO-Italy Annual Report 2018
72.	Catalogue Investment Opportunities -Agriculture -Sector- Mozambique
73.	Catalogue Investment Opportunities- Energy- Environment – Sector – Botswana
74.	Catalogue Investment Opportunities- Energy- Environment – Sector – Iran
75.	Catalogue Partnership Opportunities- West Africa
76.	International Award 2017 (ITPO- Italy)
77.	International Award 2019 (ITPO- Italy)
78.	UNIDO at Expo Milan 2015 (ITPO-Italy)
79.	ITPO Italy -Follow up events -negotiations
80.	List – Stakeholders- Beneficiaries-ITPO network- Italy 1006205 upd. 12 June
81.	Independent Evaluation ITPO Italy 2012
82.	UNIDO-ITPO HQ Coordination Office
83.	2013-04-30 Steering committee minutes of 1 st meeting
84.	2013-04-30 Steering committee minutes of 2 nd meeting
85.	2013-04-30 Steering committee minutes of 3 rd meeting
86.	2013-04-30 Steering committee minutes of 4 th meeting
87.	IDB 45.8 Add 2.2 medium term program framework 2018-2021 170314
88.	BudgRev -A (ITPO-Russia)
89.	Compl-IOM (ITPO-Russia)
90.	PAdoc- (ITPO-Russia)
91.	Express assessment report final (ITPO-Russia)
92.	Prodoc (ITPO-Russia)
93.	ProgrRep Mar- Oct 2010 (ITPO-Russia)
94.	Service Summary Sheet (SSS) (ITPO-Russia)
95.	Work Programme (WP)- 2011 (ITPO-Russia)
96.	Progress Report 2012 for Vienna HQ and Mission (ITPO-Russia)
97.	140318 NIR 1 May 2015 -30 Apr 2018 (ITPO-Russian Federation)
98.	1989-11-22 TF Agreement 1989 (ITPO-Russian Federation)
99.	1992-12-16 indefinite agreement on activities (ITPO-Russian Federation)
100.	1996-09-30 CIIC Moscow 1996-1997
101.	1998-04-03 CIIC Moscow 1997-1999
102.	1999-06-22 CIIC Moscow 1999-2001

No.	Relevant document
103.	2001-01-30 CIIC Moscow 2002-2003
104.	2003-01-17 CIIC Moscow 2004-2005
105.	2005-12-19 CIIC Moscow 2006-2007
106.	2007-11-30 CIIC Moscow 2008-2009
107.	2008-12-16 TF Agreement (ITPO-Russian Federation)
108.	2013-03-19 Agr-CIIC-RF (Russian Federation)
109.	2013-03-19 Agr-CIIC-USSR (Russian Federation)
110.	2013-03-19 CIIC TFA PD 1989 (Russian Federation)
111.	2013-03-19 PD CIIC 2008 (Russian Federation)
112.	2013-03 TFA 2008 (ITPO Russian Federation)
113.	2013-04-03 BtomR ITPO head management (ITPO Russian Federation)
114.	ITPO Brochure 2019 (ITPO-Japan)
115.	ITPO Japan Annual Report 2014
116.	ITPO Japan Annual Report 2015
117.	ITPO Japan Annual Report 2016
118.	ITPO Japan Annual Report 2017
119.	ITPO Japan Annual Report 2018
120.	StePP Brochure 2019 WebR (ITPO-Japan)
121.	GLO 200108 Project document StePP demo ITPO Tokyo
122.	List – Stakeholders-Beneficiaries-ITPO network eval-Tokyo
123.	Independent Evaluation- ITPO Japan 2016
124.	TICAD7 – Africa Brochure 2019-1031 (ITPO-Japan)
125.	UNIDO Japan SP
126.	ITPO-Republic of Korea results of major programmes
127.	DGB-2020-04 UNIDO Secretariat Structure 2020
128.	DGB 202004 -20200526
129.	EB Agenda 160207 Online EB
130.	III International Youth Conference updated
131.	BCS slides
132.	RC Bahrain Reply
133.	Counseling Process 2018
134.	Demos Programme UNIDO HQs
135.	Draft 1 Annual Report 2018 as of February
136.	EDIP Brochure
137.	Emails Evaluation of 1 st draft

No.	Relevant document
138.	Family Bank Sudan
139.	Good Practices in SSTC for Sustainable Development – Vol 2 (2018)
140.	Guidelines for the funding of ITPOs
141.	ITPO Bahrain 2017-2019 final
142.	ITPO Manual Draft as of 13.04.2018
143.	Letter Afghanistan
144.	Letter to HRM The King of Bahrain
145.	Marking 50 years UNIDO Wrap Up Brochure
146.	Mauritania EDIP Center
147.	NV GVA – UNIDO King Letter to DG
148.	Meeting with ITPO Bahrain evaluation expert
149.	Stakeholders Meetings
150.	UNSG video statement text format addressing WEIF
151.	UNIDO Bahrain Government Agreement
152.	UNIDO Sudan Visit Agenda
153.	WEIF 2017
154.	EDIP Flyer 2019
155.	Investing in Women
156.	ITPO Bahrain Annual Report 2018
157.	UNIDO Bahrain 20 years Book
158.	Evaluation Report UCSSIC 2011
159.	TOR ITPO Network final 200303
160.	UNIDO Annual Report 2019
161.	UNIDO ITPO Evaluation Report 2020-12-01
162.	Summary ITPO Activities 2010-2020
163.	Independent Thematic Evaluation ITPO Network 2020
164.	Sustainable Industrialization Alliance: Delivering on the Abu Dhabi Declaration. Draft Concept Note, January 2021.

Annex V: Data collection strategy

OECD-DAC (Standard Evaluation Criteria)	Main Area of Interest (from ToR)	Data source/ collection method
Design, relevance & coherence		
1. How relevant are ITPOs individually and the network as a whole to UNIDO? How relevant is the ITPO network to the achievement of Member States' UN SDG goals?	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.
2. 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? 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?	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.
Effectiveness		
3. To what extent did the ITP offices and network achieve the outcomes outlined in the results framework? To what extent do ITPOs function in an effective network with UNIDO HQ, UNIDO Field Offices and national investment promotion or development agencies? Did it provide adequate value-for-money for the UNIDO?	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.
Efficiency		
4. How efficient have the ITPOs and ITPO network as a whole been in the achievement of results outlined in the results framework? Is the implementation approach of the ITPOs adequate for a network? What are the implications of the bilateral funding model of ITPOs for UNIDO?).	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.
Impact & sustainability		
5. What long-term results have the ITPOs and ITPO network as a whole obtained so far? To what extent are these results sustainable?	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.
Human rights and gender equality		
6. 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?	Alignment to UNIDO priority themes: ISID principles and relevance to SDG 9.	Desk review, Content and Statistical analysis, Individual interviews, FGDs, Surveys, Direct observation, and Archival data.

Annex VI. List of stakeholders

UNIDO HQ and Field offices
Mr. Hiroshi KUNIYOSHI, Managing Director and Deputy to the Director General Directorate of External Relations and Policy Research
Ms. Ayumi FUJINO, Director, Office of Strategic Planning, Coordination and Quality Monitoring
Mr. Tareq EMTAIRAH, Director, Department of Energy
Mr. Dejene TEZERA, Director, Department of Agri-Business
Mr. Jaime MOLL DE ALBA, Director, Department of Programme and Partnership Coordination
Mr. Steffen KÄSER, Chief, Quality Infrastructure and Smart Production Division
Mr. Bernardo CALZADILLA-SARMIENTO, Managing Director, Directorate of Digitalization, Technology and Agribusiness and Director, Department of Digitalization, Technology and Innovation]
Mr. Narin SOK, UNIDO Country Representative in Cambodia (Phnom Penh, Kingdom of Cambodia)
Mr. Weixi GONG, Chief, Investment and Technology Promotion Division, and ITP Network Secretariat Coordinator
Ms. Lucia CARTINI, Senior Coordinator and Officer-in-Charge of the Arab Regional Coordination Division
Mr. Akos KOSZEGVARY, Industrial Development Officer, Industrial Resource Efficiency Division [representing Mr. Stephan SICARS, Managing Director, Directorate of Environment and Energy and Director, Department of Environment]
Mr. Lochinbek KURBANOV, Senior Programme Assistant, Directorate of Digitalization, Technology and Agribusiness, Office of the Managing Director
Ms. Jerusa Gatpandan, Project Assistant, ITP Network Secretariat
Ms. Theresa Rueth Project Associate, ITP Network Secretariat
Ms. Dolores Leppich, Senior Programme Assistant, ITP Network Secretariat
Ms. Pri Elamthuruthil, Project Associate, ITP Network Secretariat
ITPO Shanghai
Mr. Chao YANG, Vice Chairman, Shanghai Municipal Commission of Commerce, Shanghai Municipality
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)
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
ITPO Beijing
Mr. WU Yabin, Head of ITPO
ITPO Manama
Mr. Hashim HUSSEIN, Head of ITPO
ITPO Moscow
Mr. Sergey KOROTKOV, Director of ITPO
Mr. Ivan SEREGIN, National Consultant [representing Mr. Sergey KOROTKOV]
ITPO Rome
Ms. Diana BATTAGLIA, Head of ITPO
ITPO Seoul
Mr. CHO Hyundong, Head of ITPO,
ITPO Tokyo
Mr. Yuko YASUNAGA, Head of ITPO
Mr. Ferda GELEGEN, Investment Promotion Expert and Deputy Head of ITPO
Ms. Yoshie Fujiyama, Associate Expert (located at ITP Network Secretariat)

ITPO Bonn
Mr. Roland GUTTACK, Advisor Division 111 – Trade Policy, German Federal Ministry for Economic Cooperation and Development (Berlin, Germany)
Mr. Stephan BETHE, Head of Division 111 – Trade Policy, German Federal Ministry for Economic Cooperation and Development (Berlin, Germany)
Mr. Rainer ENGELS, Economic Advisor and Focal Point for UNIDO at GIZ, GIZ (Bonn, Germany)
Mr. Thomas KÖNIG, Advisor, German Agricultural Society (Frankfurt am Main, Germany)
Ms. Mirota HAREGEWOIN, Ethiopian Investment Commission (Addis Ababa, Ethiopia)
Mr. Pradeep MONGA, Executive Director, UNCCD (Bonn, Germany)
Mahamadou Tari BAKO, UNCCD (Bonn, Germany)
Mr. Segun ADEGUN, Co-founder and Market Systems Expert for rural agricultural development, Rural Farmer's Hub (Abuja, Nigeria)
Mr. Michael OGUNDARE, Founder and CEO, Crop2Cash (Lagos, Nigeria)
Mr. Stefan SIMON, CEO, Corporate Energies (Berlin, Germany)
Ms. WANG Jing, Engineer and organizer of study tour delegation, Foreign Environmental Cooperation Center, Ministry of Ecology and Environment (Beijing, P.R. China)
Mr. Maik SCHACHT, Managing Director, Be-Grow, (Neustadt, Germany)
Mr. Godfrey DLULANE, Director, Ayango Biogas (Johannesburg, South Africa)
Mr. Yusuf Walter ZAKARI, Co-founder and CEO, ASUSU (Lagos Nigeria))
Mr. Rolf STELTEMIEER, Head of ITPO
Mr. Michael SCHMIDT, Investment and Technology Promotion Expert
Ms. Vanessa Voelkel, Investment and Technology Promotion Expert
Ms. Jessica NEUMANN, Investment & Technology Promotion Expert

Annex VII. Interview protocols

Interview details:

Name, organization and position	
Location	
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.)

Topic	Interview Questions	Answers /comments
Background	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?	
ITPO's Results (Outputs, Outcome, Impacts)	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?	

Topic	Interview Questions	Answers /comments
	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 ITPO 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?	
ITPO network level performance (efficiency, SWOT, added value, Integration, with HQ, with FOs, with other ITPOs)	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?	
	11. How do ITPOs, UNIDO's field offices and UN country teams (UNCTs) 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?	
Beneficiaries /Clients	20. What are the main obstacles to achieving results in the targeted countries? How could those obstacles be overcome?	

Topic	Interview Questions	Answers /comments
	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?	
ITPO Network SWOT	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 incorporates 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 replicated elsewhere?	
	29. What form have partnerships taken? Have they been formalized? How is meaningful co-operation 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 delivery of workshops, events etc.? What has been the result of partnerships/co-operation?	
Specific interview/ focus group discussion questions for relevant stakeholders:		
	ITPO Bahrain:	
	30. According to your 2018 Annual Report, this ITPO has promoted 950 projects of which 456 have been concluded with an estimated total investment of USD 148 million; with the estimated creation of 2,412 jobs. What M&E systems have you put in place? What supporting evidence can be cited for this?	
	31. In cooperation with The Lebanon Fund for Development and Innovation, ITPO also launched pioneering project "Iklim Economic Zone worth USD 15 million in 2018. What has/have been the outcome/s of this initiative so far?	

Topic	Interview Questions	Answers /comments
	32. ITPO reported assisting the Ministry of Industry and Commerce (MOIC) and various entities concerned with the development of SMEs in Bahrain in their attempts to stimulate domestic and foreign investment into the country in manufacturing and service sectors. What specifically was the nature of this assistance and what results have been achieved so far?	
	33. The Arab Regional Centre for Entrepreneurship and Investment Training (AICEI) was established under the banner of South-South Co-operation through the joint efforts of UNIDO, the Bahraini Government and the Inter-Regional Centre for Entrepreneurship and Investment Training (IRC) - Government of India. Can you elaborate on the results expected and achieved so far?	
	34. ITPO Bahrain collaborated with ITPO Shanghai, which reportedly led to developing stronger ties and derived a number of areas of cooperation namely towards stimulating entrepreneurship and innovation. What is the best evidence to showcase this collaboration? What results have been obtained so far?	
	ITPO Italy:	
	35. ITPO Italy organized a delegation composed of more than 20 Italian companies involved in food processing and textile sectors, which provided opportunity to around 100 businesses for exploring potential investments and technology transfer with local counterparts. What specific results were obtained as a result? How do you track them?	
	36. ITPO Italy supported Lebanon, Morocco and Mozambique in promoting investments in 2018. Can you elaborate on the results expected and achieved so far? How do you track them?	
	ITPO Korea:	
	37. According to its 2018 annual report, ITPO invited 30 delegates of board members and entrepreneurs from the India Pulp & Paper Technical Association (IPPTA) to introduce the papermaking technologies of the Republic of Korea. What specific results were obtained as a result? How do you track them?	
	38. ITPO conducted trade and investment seminars for 272 entrepreneurs and 40 government officials from 33 developing countries. Can you tell us what specific results were obtained as a result? What feedback did you receive from the entrepreneurs and other participants?	
	39. ITPO reported having launched the Advisory Programme, aimed at providing business opportunities for the private sector in the Republic of Korea as well as in three target	

Topic	Interview Questions	Answers /comments
	countries (Ethiopia, Peru, and Cambodia), thereby facilitating investment promotion efforts, technology transfer and networking opportunities for international cooperation. What has happened in terms of outcomes so far? What is expected in near future?	
	ITPO Nigeria:	
	40. ITPO reported (2018) that it initiated a programme to support governmental institutions and private sector for the Third Industrial Development Decade for Africa. It includes capacity building services aimed at developing business incubation services for Nigerian MSMEs and businesses. Can you elaborate on the results expected and achieved so far? How do you track them?	
	41. It also assisted the Nigerian Investment Promotion Commission (NIPC) in launching the "Center of Excellence for Financial Appraisal of MSMEs" using UNIDO's flagship software, COMFAR Lite. Can you elaborate on the results expected and achieved so far? How do you track them?	
	ITPO Japan:	
	42. 13. ITPO reported that it had invited delegates from countries in Africa, Central Asia and Europe, Asia-Pacific, and the Caribbean, who attended about 280 business meetings in Japan. It also organized and supported 83 global and country-specific seminars and events, attracting over 5,600 participants and resulting in more than 1,600 networking opportunities in industrial sectors such as bicycle manufacturing, textiles, aerospace, water management technologies, ICT, medical devices, among others. Can you elaborate on the results expected and achieved so far? How do you track them?	

Additional COVID-19 related questions:

- ITPO services delivery (incl. among other delegates' programme, interaction with clients, partners) - have projects/programmes/activities been reviewed/adjusted/dropped and/or repurposed in light of the pandemic
- ITPOs communication strategy and interaction with beneficiaries, stakeholders, partners
 - Human/financial resources
 - Gov. support, inter alia, to private sector (increased?)
 - Data systems'/management by Governments? Do they invest more?
 - Regular data collection (Monitoring) - has it been reviewed to include new indicators, etc.?

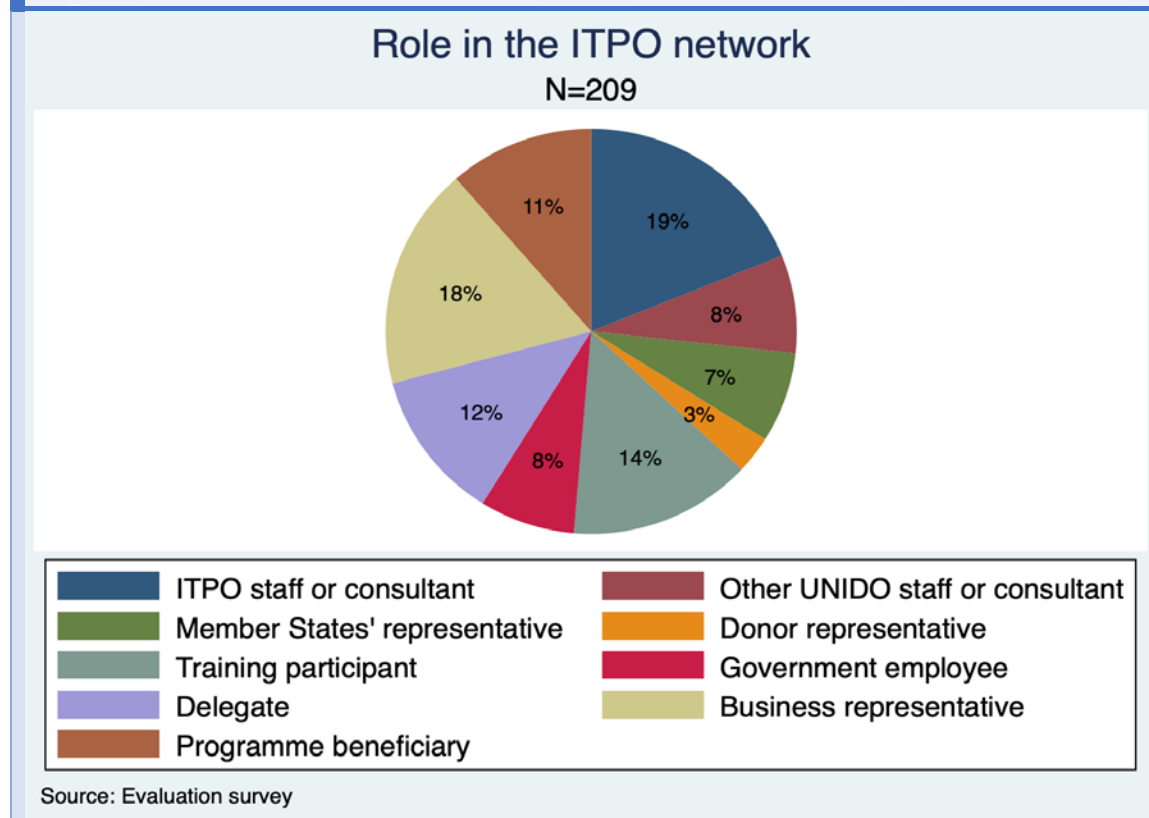
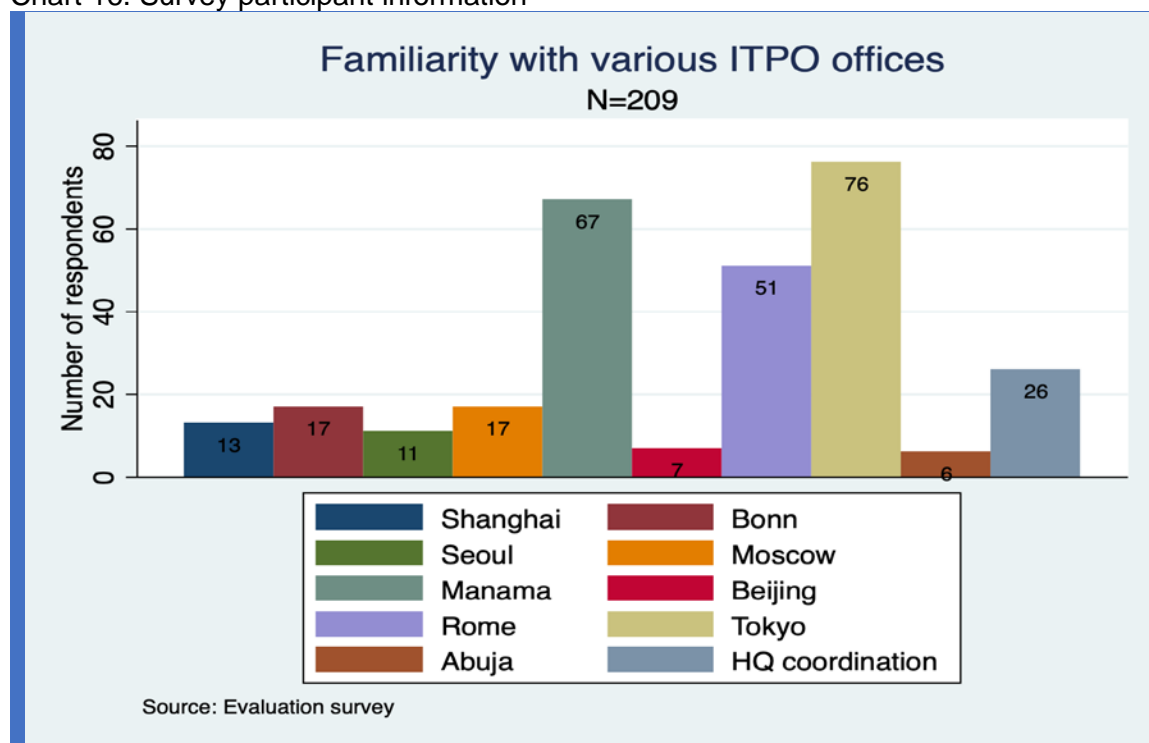
Annex VIII. Evaluation work plan 2020

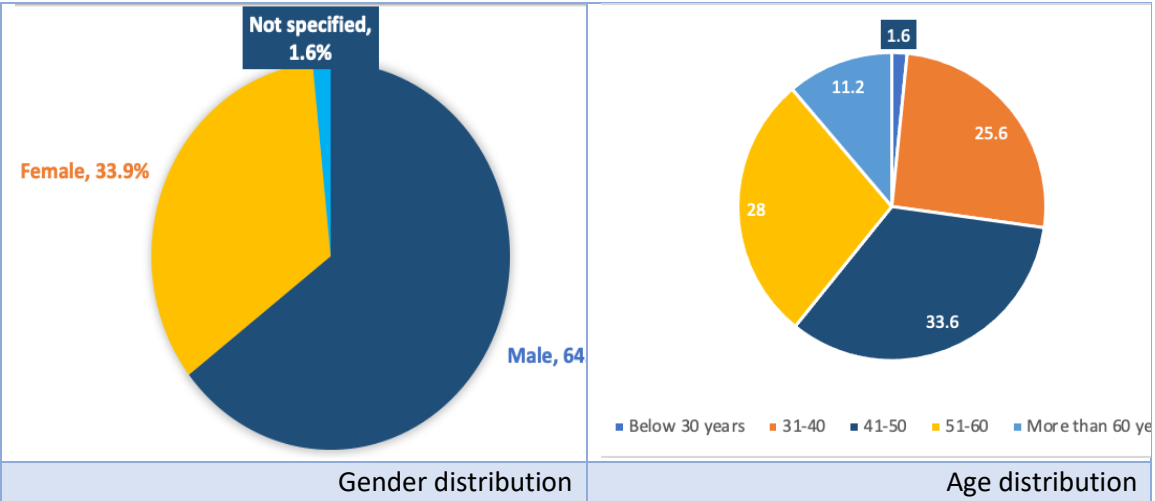
Task	Responsibility	Timeline 2020										
		3/1-31	4/15-5/21	5/22-31	6/1-7	6/10-14	6/24-26	9/23-30	10/1-31	11/1-30	12/01-15	1/1-1/20
Inception:												
Initial desk review	Consultants											
Draft inception report	Consultants											
Review & Feedback	EIO/IED											
Final inception report	Consultants											
Primary data collection:												
Online-HQ mission: Vienna	Evaluation team											
Online-Field mission: China	Evaluation team											
Online-Field mission: Germany	Evaluation team											
Online-Field missions (ITPO heads)	Evaluation team											
Online-Field missions (Rest)	Evaluation team											
Survey/s												
Data analysis												
Data analysis	Consultants											
Reporting:												
ITPO in Shanghai evaluation report final	Consultants											
ITPO network evaluation draft												
Review & Feedback	EIO/IED + Internal and external Stakeholders											
Final evaluation report	Consultants											

Note: Evaluation team = UNIDO EIO/IED + Consultants

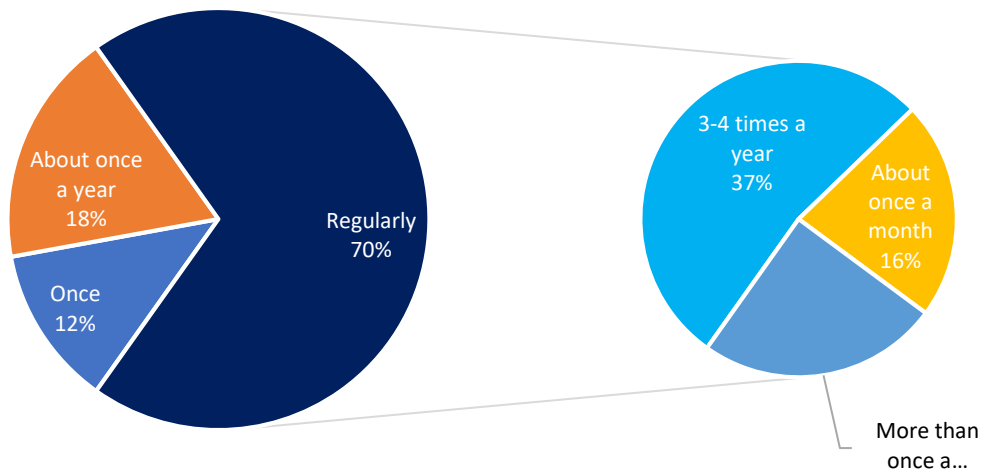
Annex IX. Additional data & analysis

Chart 16. Survey participant information





Frequency of interaction with the most familiar ITPO



Frequency of interaction with the other ITPOs or HQ coordination

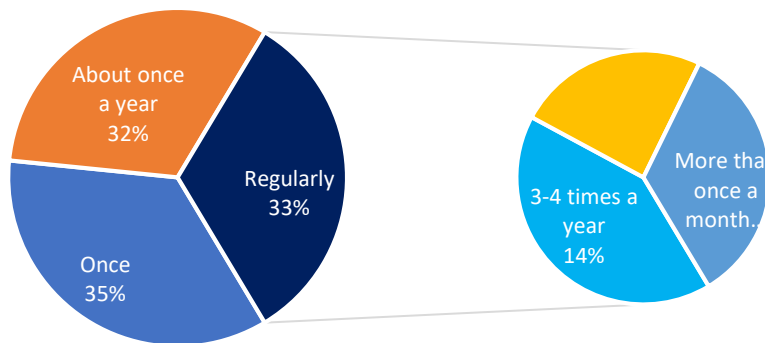


Chart 17. Project portfolio and available human resources (2020)

	2016	2017	2018	2019	2020
ITPO Bahrain					
Investment projects operational	233	245	279	351	246
Investment projects concluded	335	400	456	601	591
Number of jobs created	1723	1450	2412	2000	2412
Investment value (in millions USD)	186	315	148	177	122
Technologies identified and promoted	22	38	70	73	45
Environmental technology database					32
Technology transferred	147	139	167	193	110
Delegates invited and supported	385	595	674	1381	1130*
Number of participants provided capacity development	200	387	529	1246	930*
Countries fielded delegates	65	100	50	85	45*
Number of events organized	32	34	37	43	28*
Number of HQ missions facilitated	6	5	2	5	4*
Number of cooperation with other ITPOs	8	13	3	13	10
Number of cooperation with UNIDO field offices	7	27	6	31	4
Professional staff:					
Male	3	5	5	5	5
Female	1	1	1	1	1
Consultants/ ISA holders:					
Male	5	5	4	4	5
Female	1	1	3	3	3
G staff:					

	2016	2017	2018	2019	2020
Male	1	1	1	1	1
Female	2	2	2	2	2
ITPO: Beijing					
Investment projects operational					2
Investment projects concluded					1
Number of jobs created					25
Investment value (RMB)					200 million
Technologies identified and promoted					4
Environmental technology database					0
Technology transferred					1
Delegates invited					0
Countries fielded delegates					0
Number of events organized					13
Number of HQ missions facilitated					1
Number of cooperation with other ITPOs					4
Number of cooperation with UNIDO field offices					2
Professional staff:					
Male					
Female					1
Consultants/ ISA holders:					
Male					
Female					3
G staff:					
Male					
Female					

	2016	2017	2018	2019	2020
ITPO: Bonn					
Investment projects operational		n/a	3	4	14
Investment projects concluded		n/a	n/a	n/a	3
Number of jobs created		n/a	n/a	n/a	n/a
Investment value (EUR)		n/a	n/a	n/a	8,660,000
Technologies identified and promoted		5	15	20	25
Environmental technology database		0	0	0	0
Technology transferred		0	1	2	4
Delegates invited		0	0	22	15
Countries fielded delegates		0	0	0	0
Number of events organized		3	4	7	8
Number of HQ missions facilitated		4	5	5	4
Number of cooperation with other ITPOs		1	3	5	3
Number of cooperation with UNIDO field offices		0	2	6	5
Professional staff:					
Male			1 (8 months)	2 (Head and Expert)	2
Female			1 (8 months)	1 (Expert)	3 (2 out of 3 since October only)
Consultants/ ISA holders:					
Male		1 (Head = ISA)	1 (Head = 6 months)	2 (one of the two at HQ for 2 months only)	1

	2016	2017	2018	2019	2020
Female		0	1 (at HQ for 5 months)	1	2 (out of which 1 for 3 months at HQ)
G staff:					
Male		0	0	0	0
Female		1	2	2	3
ITPO Italy					
Investment projects operational		1	1		1
Investment projects concluded	1	2	2	3	4
Number of jobs created					12
Investment value (EUR)	80,000			190,000	10,000,000
Technologies identified and promoted	109	250	79	153	78
Environmental technology database	na	na	na	na	na
Technology transferred	1	1	1	2	
Delegates invited	1	4		1	1
Countries fielded delegates	2	4	4	2	1
Number of events organized	100	63	67	68	41
Number of HQ missions facilitated	5	1	3	5	
Number of cooperation with other ITPOs	2	2	1	2	1
Number of cooperation with UNIDO field offices	2	2	5	2	3
Professional staff:					
Male	3	3	3	3	3
Female	1	1	1	2	2
Consultants/ ISA holders:					
Male	1	2	3	4	4

	2016	2017	2018	2019	2020
Female	1	3	2	2	4
G staff:					
Male					
Female	2	2	2	2	2
ITPO Japan					
Investment projects operational	16	18	18	21	24
Investment projects concluded	32	44	57	54	108
Number of jobs created (direct jobs)	17,138	5,460	5,033	7,214	5,000
Investment value (million USD)	565.6	180.2	166.1	238.1	150
Technologies identified and promoted	11	54	75	95	117
Environmental technology database	49	47	65	83	100
Technology transferred	3	3	6	5	5
Delegates invited	11	14	14	10	3
Countries fielded delegates	11	12	13	10	2
Number of events organized	39	50	51	70	33
Number of participants for the events	6,017	5,321	8,028	7,525	5,362
Number of HQ missions* facilitated	13	20	17	18	8
Number of cooperation with other ITPOs	2	5	2	4	6
Number of cooperation with UNIDO field offices	3	5	2	2	15
Professional staff:					
Male	3	4	3	3	3
Female	2	2	2	1	2
Consultants/ ISA holders:					
Male	7	6	6	9	6

	2016	2017	2018	2019	2020
Female	7	7	6	10	9
G staff:					
Male	0	0	0	0	0
Female	0	0	0	0	0
	2016	2017	2018	2019	2020
ITPO Korea					
Investment projects operational		8	12	17	
Investment projects concluded		8	12	15	
Number of jobs created ³³		n/a	n/a	n/a	
Investment value (*)		n/a	n/a	n/a	
Technologies identified and promoted		-	65	42	
Environmental technology database		-	65	42	
Technology transferred (*)		n/a	n/a	n/a	
Delegates invited		-	48	38	
Countries fielded delegates		-	2	5	
Number of events organized		7	11	15	
Number of HQ missions facilitated		2	1	1	
Number of cooperation with other ITPOs		1	2	4	
Number of cooperation with UNIDO field offices		1	3	5	
Professional staff:		-	-	-	
Male		-	-	-	
Female		-	-	-	

³³ Note: It is certainly expected that there have been jobs created, investments facilitated and technologies transferred as a result of ITPO Korea's projects, however, it is tricky to count the exact number of the indicators all over the world

	2016	2017	2018	2019	2020
Consultants/ ISA holders:		3	3	4	
Male		1	1	2	
Female		2	2	2	
G staff:		-	-	-	
Male		-	-	-	
Female		-	-	-	
ITPO Russia					
Investment projects operational	1	0	1	1	0
Investment projects concluded	0	0	1	0	0
Number of jobs created	8	12	7	11	6
Investment value					
Technologies identified and promoted	3	1	4	3	1
Environmental technology database	4	3	5	6	4
Technology transferred	3	1	2	2	1
Delegates invited					
Countries fielded delegates					
Number of events organized	4	4	6	5	9
Number of HQ missions facilitated	2	1	2	1	1
Number of cooperation with other ITPOs	2	2	1	4	3
Number of cooperation with UNIDO field offices	2	2	2	2	2
Professional staff:	1	1	1	1	1
Male	1	1	1	1	1
Female					
Consultants/ ISA holders:					

	2016	2017	2018	2019	2020
Male					
Female					
G staff:					
Male					
Female					
ITPO Shanghai					
Investment projects operational			12	7	27
Investment projects concluded			3	7	9
Number of jobs created			~100	~100	~120
Investment value (USD)			2,550,000	5,000,000	9,000,000
Technologies identified and promoted			1	8	25
Environmental technology database			1	2	2
Technology transferred			0	1	4
Delegates invited			57	70	0
Countries fielded delegates			23	14	0
Number of events organized			75	52	42
Number of HQ missions facilitated			4	2	4
Number of cooperation with other ITPOs			3	6	6
Number of cooperation with UNIDO field offices			2	2	3
Professional staff:					
Male					
Female					
Consultants/ ISA holders:					
Male			1	1	1

	2016	2017	2018	2019	2020
Female			4	4	4
G staff:					
Male					
Female					

(Note: This table presents self-reported data from ITPOs concerned.)

Chart 18. Expenditure statement for the ITPO network (Euros, 2016–2020)

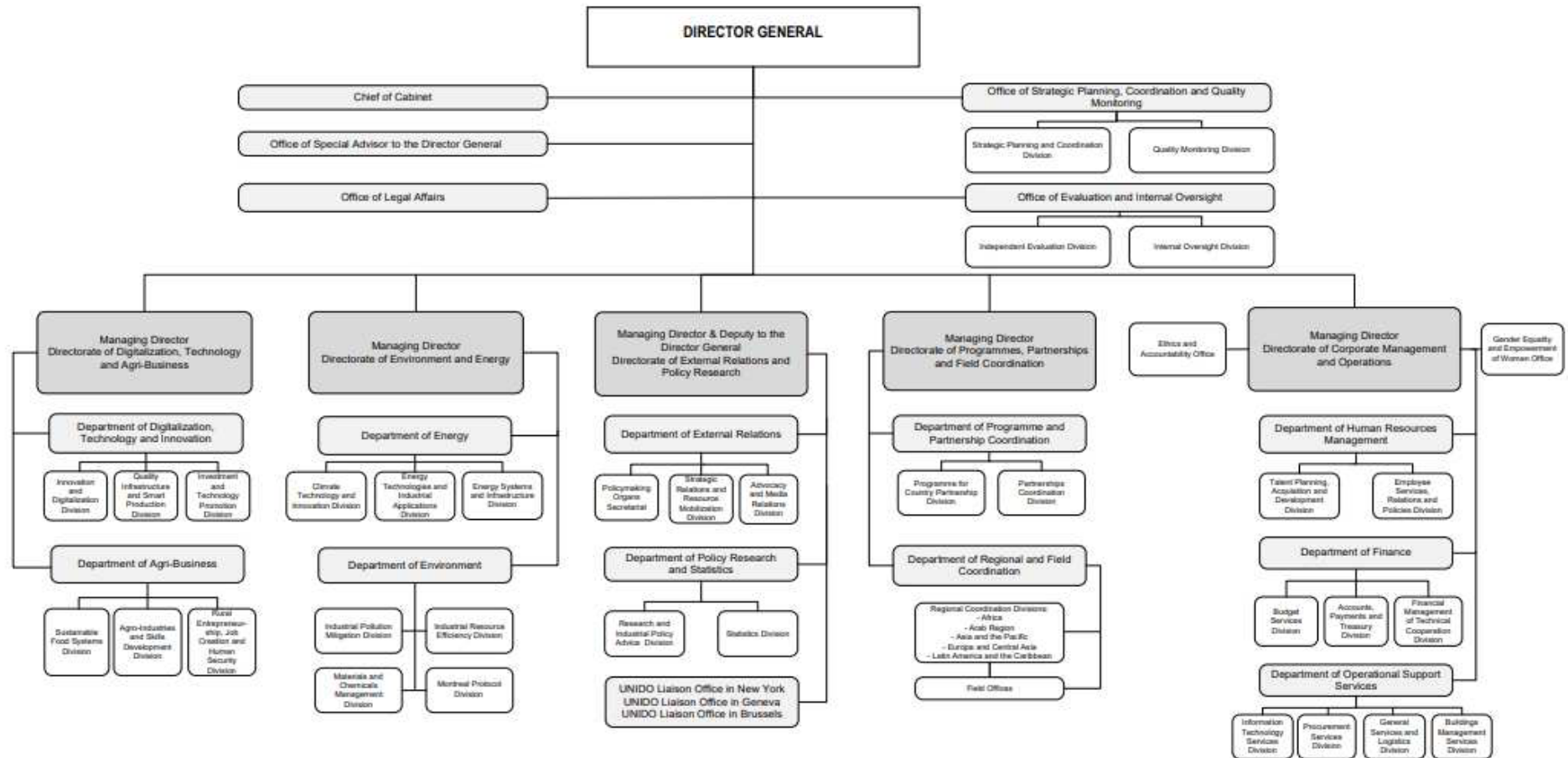
ITPO	Description	2016	2017	2018	2019	2020	Total
Germany	Staff & Intern. Consultants		105,453.09	219,791.33	402,018.60	434,251.56	1,161,514.58
Germany	Local travel		38,043.55	56,726.50	102,493.89	-734.30	196,529.64
Germany	Staff Travel		7,326.39	7,912.80	2,599.93	-301.02	17,538.10
Germany	National Consultant/Staff		14,268.03	95,314.91	107,852.70	123,920.17	341,355.81
Germany	Contractual Services		0.00	14,862.33	73,233.48	236,139.49	324,235.30
Germany	Train/Fellowship/Study		0.00	6,500.00	13,364.61	-3,101.00	16,763.61
Germany	International Meetings		143.96	1,842.12	775.71	39,197.80	41,959.59
Germany	Premises		0.00	27,824.02	28,754.12	33,044.39	89,622.53
Germany	Equipment		2,238.01	1,684.50	10,093.49	20,839.15	34,855.15
Germany	Other Direct Costs		4,122.05	6,892.48	17,654.95	23,269.73	51,939.21
Germany	Total		171,595.08	439,350.99	758,841.48	906,525.97	2,276,313.52
Russian Federation	Staff & Intern. Consultants	0.00	0.00	0.00	0.00	7,890.65	7,890.65
Russian Federation	Local travel	1,877.37	24,102.58	31,953.85	19,515.43	5,308.16	80,880.02
Russian Federation	Staff Travel	0.00	0.00	3,558.76	1,924.94	85.24	5,568.94
Russian Federation	National Consultant/Staff	142,793.98	147,641.86	150,716.29	137,943.98	130,413.37	566,715.50
Russian Federation	Contractual services	0.00	40,639.28	4,176.67	0.00	0.00	44,815.95
Russian Federation	Train/Fellowship/Study	0.00	3,260.51	0.00	1,137.66		4,398.17
Russian Federation	International Meetings	0.00	0.00	0.00	1,352.89	517.88	1,870.77
Russian Federation	Premises	0.00	0.00	0.00	0.00	0.00	0.00
Russian Federation	Equipment	0.00	0.00	336.00	0.00	0.00	336.00
Russian Federation	Other Direct Costs	-12,576.80	22,133.20	22,047.45	9,691.45	11,976.80	65,848.90
Russian Federation	Total	132,094.55	237,777.43	212,789.02	171,566.35	156,192.10	778,324.90
Italy	Staff & Intern. Consultants	194,795.89	257,184.50	217,931.66	342,714.94	267,999.31	1,085,830.41
Italy	Local travel	16,686.78	51,391.58	42,610.92	69,187.19	5,697.12	168,886.81

ITPO	Description	2016	2017	2018	2019	2020	Total
Italy	Staff Travel	2,705.63	3,040.15	3,447.33	0.00	0.00	6,487.48
Italy	National Consultant /Staff	132,887.66	145,538.18	182,219.86	168,870.34	137,263.37	633,891.75
Italy	Contractual Services	0.00	0.00	0.00	0.00	0.00	0.00
Italy	Train/Fellowship/Study	0.00	6,676.00	0.00	15,487.05	3,315.84	25,478.89
Italy	International Meetings	0.00	0.00	0.00	5,216.33	0.00	5,216.33
Italy	Premises	58,611.75	81,216.86	81,280.08	76,160.06	72,000.00	310,657.00
Italy	Equipment	0.00	8,388.60	8,148.15	2,128.68	37,348.76	56,014.19
Italy	Other Direct Costs	24,181.32	22,411.74	16,102.18	26,854.71	25,257.74	90,626.37
Italy	Not assigned	0.10	0.00	0.00	0.00	0.00	0.00
Italy	Total	429,869.13	575,847.61	551,740.18	706,619.30	548,882.14	2,383,089.23
Japan	Staff & Intern. Consultants		646,499.12	662,555.13	703,241.26	765,696.62	2,777,992.13
Japan	Local travel		128,219.61	192,135.45	164,220.09	25,762.81	510,337.96
Japan	Staff Travel		8,616.49	19,697.87	6,883.29	0.00	35,197.65
Japan	National Consultant/Staff		582,244.09	608,482.62	706,095.77	622,605.91	2,519,428.39
Japan	Contractual Services		54,603.58	71,973.56	50,761.79	100,628.42	277,967.35
Japan	Train/Fellowship/Study		49,345.91	62,069.63	57,058.62	1,420.37	169,894.53
Japan	International Meetings		23,378.59	27,590.50	32,733.56	1,191.53	84,894.18
Japan	Premises		156,030.37	164,248.52	171,933.15	160,644.56	652,856.60
Japan	Equipment		1,529.29	5,805.57	39,804.20	37,629.81	84,768.87
Japan	Other Direct Costs		97,195.54	85,708.03	88,569.75	66,217.78	337,691.10
Japan	Total		1,747,662.59	1,900,266.88	2,021,301.48	1,781,797.81	7,451,028.76
China (Shanghai)	Staff & Intern. Consultants		0.00	4,656.46	0.00	13,258.81	17,915.27
China (Shanghai)	Local travel		0.00	35,240.65	32,848.05	7,513.37	75,602.07
China (Shanghai)	Staff Travel		0.00	7,982.57	1,139.28	0.40	9,122.25
China (Shanghai)	National Consultant/Staff		0.00	205,247.86	203,618.04	151,380.01	560,245.91
China (Shanghai)	Contractual Services		0.00	11,696.94	3,898.43	0.00	15,595.37

ITPO	Description	2016	2017	2018	2019	2020	Total
China (Shanghai)	Train/Fellowship/Study		0.00	2,874.36	1,505.92	0.00	4,380.28
China (Shanghai)	International Meetings		0.00	0.00	791.75	0.00	791.75
China (Shanghai)	Premises		0.00	0.00	530.12	631.21	1,161.33
China (Shanghai)	Equipment		0.00	0.00	13,673.91	-6,387.59	7,286.32
China (Shanghai)	Other Direct Costs		851.23	20,156.74	18,307.91	30,016.64	69,332.52
China (Shanghai)	Total		851.23	287,855.58	276,313.41	196,412.85	761,433.07
Bahrain	Staff & Intern. Consultants		213,244.21	219,832.00	233,892.67	215,429.17	882,398.05
Bahrain	Local travel		61,074.40	100,055.24	82,074.97	20,584.39	263,789.00
Bahrain	Staff Travel		26,572.16	5,166.37	12,040.91	-2374.49	41,404.95
Bahrain	National Consultant/Staff		496,461.17	638,126.65	744,273.53	1,005,616.18	2,884,477.53
Bahrain	Contractual Services		428,898.08	240,546.27	8,948.85	16,150.00	694,543.20
Bahrain	Train/Fellowship/Study		0.00	0.00	182.99	0.00	182.99
Bahrain	International Meetings		112,808.23	-1,045.08	40,411.62	-5,347.59	146,827.18
Bahrain	Premises		67,199.50	90,220.01	115,811.64	105,861.11	379,092.26
Bahrain	Equipment		27,904.20	2,647.86	2,515.71	22,338.80	55,406.57
Bahrain	Other Direct Costs		106,139.30	71,039.88	75,742.02	12,946.98	265,868.18
Bahrain	Total		1,540,301.25	1,366,589.20	1,315,894.91	1,391,204.55	5,613,989.91
China (Beijing)	Staff & Intern. Consultants					182,663.04	182,663.04
China (Beijing)	Local travel					38,120.88	38,120.88
China (Beijing)	Staff Travel					0.00	0.00
China (Beijing)	National Consultant/Staff					17,911.87	17,911.87
China (Beijing)	Contractual Services					0.00	0.00
China (Beijing)	Train/Fellowship/Study					0.00	0.00
China (Beijing)	International Meetings					0.00	0.00
China (Beijing)	Equipment					0.00	0.00
China (Beijing)	Other Direct Costs					4,922.92	4,922.92

ITPO	Description	2016	2017	2018	2019	2020	Total
China (Beijing)	Total					243,618.71	243,618.71
Republic of Korea	Staff & Intern. Consultants		64,803.66	88,878.06	97,676.95	92,756.01	344,114.68
Republic of Korea	Local travel		40,087.04	4,922.16	56,996.07	4,191.22	106,196.49
Republic of Korea	Staff Travel		0.00	0.00	0.00	0.00	0.00
Republic of Korea	National Consultant/Staff		38,457.78	97,324.39	142,880.49	212,544.73	491,207.39
Republic of Korea	Contractual Services		0.00	0.00	0.00	2,854.10	2,854.10
Republic of Korea	Train/Fellowship/Study		91.38	1,919.57	194.85	0.00	2,205.80
Republic of Korea	International Meetings		0.00	0.00	0.00	0.00	0.00
Republic of Korea	Premises		7,001.49	11,701.34	11,564.01	21,581.62	51,848.46
Republic of Korea	Equipment		37,436.07	541.57	4,561.29	1,054.11	43,593.04
Republic of Korea	Other Direct Costs		17,281.17	34,913.86	45,917.98	41,640.74	139,753.75
Republic of Korea	Total		205,158.59	240,200.95	359,791.64	376,622.53	1,181,773.71
Nigeria	Staff & Intern. Consultants	31,412.21	106,789.29	54,362.68	11,862.97	0.00	204,427.15
Nigeria	Local travel	106,919.18	95,957.71	59,228.70	4,510.39	0.00	266,615.98
Nigeria	Staff Travel	28,429.99	8,354.24	11,305.73	4,524.64	0.00	52,614.60
Nigeria	National Consultant/Staff	223,419.03	185,262.84	153,169.69	40,390.68	0.00	602,242.24
Nigeria	Contractual Services	0.00	1,800.09	7,187.92	0.00	0.00	8,988.01
Nigeria	Train/Fellowship/Study	703.44	30,157.95	19,359.07	0.00	0.00	50,220.46
Nigeria	International Meetings	2,123.14	4,741.79	0.00	0.00	0.00	6,864.93
Nigeria	Premises	0.00	3,023.40	1,472.02	0.00	0.00	4,495.42
Nigeria	Equipment	8,187.47	53,400.66	2,096.52	0.00	0.00	63,684.65
Nigeria	Other Direct Costs	23,045.56	11,116.61	8,128.41	3,077.28	5.00	45,372.86
Nigeria	Total	424,240.02	500,604.58	316,310.74	64,365.96	5.00	1,305,526.30

Chart 19. UNIDO's organizational structure (organigram)³⁴



³⁴ UNIDO. (2020). DIRECTOR GENERAL's BULLETIN. UNIDO Secretariat Structure 2020 (DGB/2020/04, 26 May 2020)

Chart 20. Shanghai ITPO: List of activities (2018-2020)

Year	#	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

Year	#	Event	Place	Sector	Type	Number of Participants
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

Year	#	Event	Place	Sector	Type	Number of Participants
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

Year	#	Event	Place	Sector	Type	Number of Participants
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
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
2019	11	Hannover Messe	Hannover, Germany	International Cooperation	Conference	6500
2019	12	The Global Industrial Internet Conference	Wuzhen, China	Cyberspace	Conference	1500

Year	#	Event	Place	Sector	Type	Number of Participants
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
2019	29	Workshop of Xuhui trading group of CIIE	Shanghai, China	Foreign Investment	Training	40
2019	30	First open class on SCPPro 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

Year	#	Event	Place	Sector	Type	Number of Participants
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
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

Year	#	Event	Place	Sector	Type	Number of Participants
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/ITPO in Shanghai	Zoom	Project Cooperation	Meeting	10
2020	9	Meeting with School of Environmental Science and Engineering	Shanghai, 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	Shanghai, China	Technology Promotion	Meeting	4
2020	12	Meeting with Swedish Environmental Research Institute	Shanghai, 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 X. 2010 Evaluation: Recommendations implementation

The following table presents the status of the implementation of recommendations from the previous evaluation of the ITPO network conducted in 2010.

Recommendation	Implementation status
<p>1) 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.</p> <ul style="list-style-type: none"> • More attention should be given to the demand side of investment promotion and the technology needs of partner countries. • ITPOs should give increasing attention to the development impact and other qualitative aspects of investments. • The potential development impact should be a decisive selection criterion for projects to be promoted. • The promotion of environment friendly and energy efficient investments and technology should be expanded. • ITPOs should continue to promote CSR, advocate the UN Principles of Responsible Investments (UN PRI 2006) and have full access to related tools and materials developed by UNIDO and the UN. • The ITPOs should increase its focus on technology promotion, as a complement to investment promotion and technical assistance. In this context. • A recipient-based transfer of technology strategy should be developed, however aligned to UNIDO’s core areas of assistance. • ITPOs should expand the sourcing of investment and technologies to other than the host country, if this is deemed necessary, in order to propose optimum solutions. • ITPOs should look into the possibility of organizing technology promotion forums in specific areas such as green industry or responsible investment. • ITPO should contribute to the strengthening of capacities of partner institutions. • The Network should become more attuned to the capacity building needs of developing countries and provide technical assistance to institutions, including IPAs and private associations. • The ITPOs should identify their role in capacity development of selected target country national institutions and actors and link up with national and regional efforts and partners. • ITPOs should work closely with IPAs and promote the establishment of UNIDO ITPO focal points within IPAs. • The ITPO webpage should be linked up with IPAs and present requests for investments and technologies, in addition to supply side offers. 	<p>ITPOs have become more development-oriented, especially since the launch of UN’s SDG and UNIDO’s ISID agenda. In their matchmaking role they pay greater attention to the demand-side of investment promotion and technology transfer. However, they have not implemented robust systems to monitor or measure developmental impact of their work. ITPOs do seem to be paying greater attention to the environmental and sustainability issues. There is no evidence to suggest that ITPOs, which are funded by host governments, have taken any significant steps to diversify the sourcing of investment and technologies beyond their host countries. ITPOs have definitely paid greater attention to capacity development of partner and private sector institutions.</p>

Recommendation	Implementation status
<ul style="list-style-type: none"> The Delegates Programme should be expanded– with a focus on Delegates not only from UNIDO supported IPAs but from all IPAs and also from other – preferably UNIDO-related - institutions, such as NCPCs and projects such as large TCB projects. 	
<p>2) The alignment to UNIDO priority themes needs to be reinforced.</p> <ul style="list-style-type: none"> ITPOs should first and foremost promote industrial investment and technology The ITPO mandate should be aligned to UNIDO’s thematic priorities and focus on “promoting productive activities, trade capacity building, environmental sustainability and energy provision and efficiency, through investment and technology promotion”. In this context The ITPO Network should increase its focus on Africa and be linked to other UNIDO investment-focused interventions in Africa, such as the support to AfriPANET The Global Forum function of ITPO’s should be enhanced and a specific strategy developed for this Preference should be given, whenever possible, to recruiting staff with UNIDO experience. Alternatively, newly recruited ITPO staff should be invited (at the cost of the ITPO) to participate in induction programmes, organized at Headquarters A staff rotation policy (within the ITPO network, with headquarters and other UNIDO centres such as NCPCs) should be put in place. In particular, an ITPO “desk”, within the Coordination Unit, should be filled on a rotation basis by ITPO staff members 	<p>The work of ITPOs is definitely more closely aligned to the ISID agenda of UNIDO. While several ITPOs collaborate with partners in Africa, the continent does not seem to have received any additional focus. The network also does not seem to have increased its global forum function. While several ITPOs have staff with prior UNIDO experience, field mobility policy involving ITPOs is not yet in place.</p>
<p>3) The ITPO Network should form an integral part of UNIDO.</p> <ul style="list-style-type: none"> ITPOs should have defined roles in PSD, TCB and CP programmes and projects, which often have equipment audits as integral parts as well as advisory activities in relation to new equipment. ITPOs should give priority to intervene in areas that are related to UNIDO’s Technical Cooperation activities and complement and create synergies to these. In particular, there should be collaboration with larger regional programmes and projects as well as with projects promoting private sector development, clusters and export consortia. All UNIDO’s technical branches should have a strategy for collaborating with ITPOs and should provide the ITPO Unit with information on technology and investment needs, identified by technical assistance programmes and projects. NCPCs should inform the ITPO Coordination Unit when an audit has identified a need for a substantial investment or new technology. 	<p>This recommendation has not been implemented.</p>

Recommendation	Implementation status
<ul style="list-style-type: none"> • ITPOs specializing in clean or energy efficient technologies should be invited to participate in larger scale technology needs assessments, carried out by NCPCs • In cooperation with ITPOs, UNIDO HQ should organize exhibitions/forums for specific technology areas and sectors such as agricultural industry, renewable energy, energy efficient technology, clean industry, water management, etc. • For all branch specific strategies such as the PSD strategy, it should be compulsory to provide information on how the ITPO Network will be mobilized to contribute to the achievement of objectives and the implementation of the strategy • ITPO staff should continuously benefit from knowledge generated and tools developed within UNIDO and in particular in areas such as, clean technology, energy efficient technology, water technology, cluster development, private sector development and CSR • There should be a (UNIDO) coherent approach to PSD and investment and technology promotion, taking stock of UNIDO's tools, approaches and promoting best practices • The ITPOs should be encouraged to move into areas of technical specialization and relevant Branches of UNIDO should take an active role in promoting their services and involve ITPOs in their activities • The internet presence of ITPOs should be streamlined and improved and linkages developed with relevant UNIDO web pages. • ITPO technology promotion events, should whenever possible, be done jointly with the substantive UNIDO Branches and have a thematic focus • The ITPOs should receive information about all Integrated Programmes, Country programmes, One UN Plans and large-scale TC projects implemented by UNIDO and ITPO managers should proactively liaise with project managers on equipment and technology components • ITPOs should be informed of partnerships developed between UNIDO and financial institutions and of credit lines with linkages to UNIDO programmes • Staff from UNIDO Branches visiting the host countries should contact the ITPOs/IPUs to share information and review possibilities of cooperation • The ITPO Network should work more closely with the 38 existing Subcontracting and Partnership Exchange (SPX) Centres and with the UNIDO International Technology Centres and South/South Centres. • Investment and technology promotion and ITPO involvement should also be an integral part of a UNIDO strategy for increased food security. • The Delegates Programme should be prepared and implemented in coordination with UNIDO programmes and projects in the target countries. In this context, when selecting countries to benefit from the Delegate Programme, those with UNIDO programmes or projects with potential synergies with the ITPO interventions should be given preference. 	

Recommendation	Implementation status
<p>4) There is a need for a clear vision and expanded mandate of the ITPO Network.</p> <ul style="list-style-type: none"> • In order for the Network to be an integral part of UNIDO the mandate of ITPOs needs to highlight UNIDO objectives and policies. • The ITPO mandate should be expanded to function as industrial partnership offices and incorporate global forum functions, including the dissemination of best practices for investment and technology transfer and promotion as well as industrial and private sector development • In view of the perceived relevance of the ITPO network, UNIDO should look into the expansion of the Network to new countries. • ITPOs should increase their contact base and need to expand host country and partner country networks and liaise with non-traditional but relevant partners and provide assistance in the filling of investment or technology gaps. This should include buyers and subcontracting platforms and associations. • In addition to project-based activities, there should also be a global ITPO programme, implementing international forums, training programmes for ITPO staff and the developing and monitoring of networking tools. • ITPO host Governments should be requested to also contribute to global level activities and to the efficiency of the Network, as a whole. 	<p>This recommendation has not been implemented.</p>
<p>5) There should be stronger direction, guidance and monitoring by the ITPO Coordination Unit and improved management by ITPOs.</p> <ul style="list-style-type: none"> • The Coordination Unit should be strengthened in order to give a more substantive programme support and to expand its management function. • Increased emphasis should be given to promote learning and exchange of information about best practices in investment and technology promotion, as well as on successful ways to promote UNIDO's Global Forum function. In this context, in the near future • An inventory should be made of UNIDO instruments that can be of relevance to ITPOs and on the need to develop new promotional tools; UNIDO promotional materials should also be made available to the Network by the Public Advocacy and Communication Unit. • There should be organized exchange of experience on best practices for technology promotion, including criteria for selection of technologies to be promoted. • Experience from innovative approaches (such as the cluster programme in ITPO Beijing) should be shared. • The ITPO Operations Manual should be revised and this should encompass the clarification of administrative procedures and development of control frameworks. In particular the following present weaknesses should be attended to: (a) It should be clearly defined what an "IP" project is, as well as its purpose, budget limitation, the authority of ITPOs 	<p>ITP Network Secretariat is playing a bigger role in coordinating across various ITPOs. However, lack of resources translates into weak RBM and knowledge management functions. Resultingly, an exchange of information and best practices is rather limited.</p>

Recommendation	Implementation status
<p>to receive funding for and implement projects and of reporting requirements, (b) Procedures for entering collaborative agreements should be clearly specified, (c) Criteria should be developed for selection of projects to be appraised, promoted and for proceeding into further steps, including the criteria of transparency, cost-effectiveness, developmental impact, environment and energy efficiency, and social responsibility. Objectivity and choice should be promoted.</p> <ul style="list-style-type: none"> • There should be more structured reporting on results and impact (concerns both the Network as a whole and individual ITPOs), using developed indicators and including results in terms of capacity building. In this context. • RBM-based planning, monitoring and reporting mechanisms should be developed as well as tools and indicators to measure the effectiveness of ITPOs, including criteria for labeling a project as concluded or implemented and categories of capacity building results • Future project documents should follow results-based management principles, incorporate targets and indicators and a plan for how monitoring and evaluation will be performed. • Project documents should be updated every three to four years • A participatory planning and strategic workshop for the Network should be organized, with the purpose to formulate generic objectives, at outcome and impact levels, that are in line with UNIDO's thematic priorities and objectives. • In their Annual Reports, the ITPOs should provide information on how they collaborate with other UNIDO programmes and contribute to the achievement of UNIDO strategic objectives and programme and project level outcomes • Long-lasting vacancies of the Head posts (such as recently in Shanghai) should be avoided. Recruitment should be transparent, competitive and competence-based, other factors such as writing and speaking capability of the host country language, the knowledge of host country potential partners including government sectors, semi-governmental sectors and private sectors, investment promotion management, technology promotion management and other relevant experience to implement the function of ITPO should be considered. 	
<p>6) Criteria/benchmarks for ITPOs should be established and ITPOs should be periodically assessed against these benchmarks. The ITPO network should be limited to the ones fulfilling quantitative targets in terms of budget and staffing and qualitative targets in terms of alignment to UNIDO's strategic priorities and achieving intended results</p>	<p>This recommendation has not been implemented.</p>



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