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INDEPENDENT TERMINAL EVALUATION

UNIDO Investment and Technology Promotion Office
(ITPO) Beijing

Office of Evaluation and Internal Oversight

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

**Independent Evaluation of
UNIDO Investment and Technology Promotion Office (ITPO) Beijing**

UNIDO Project ID: 190212



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, March 2025

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Abstract

This independent evaluation report assesses the UNIDO Investment and Technology Promotion Office (ITPO) Beijing project, which aims to facilitate sustainable industrial development through investment and technology transfer in developing countries and economies in transition. Established with a budget of over US\$5 million, the project has established Regional Coordinator Centres and a Fourth Industrial Revolution Accelerator across five cities in China. The evaluation covers the project's implementation from 2020 to 2024, focusing on its design, relevance, effectiveness, efficiency, sustainability, and gender and environmental impacts. Key findings reveal substantial achievements in promoting trade and investment, especially benefiting small and medium-sized enterprises, women, and youth. The project aligns with national strategies and UNIDO goals, fostering international partnerships and enhancing local capacities. However, challenges in coordination, systematic monitoring, and resource management were identified. Recommendations include improving project management processes, establishing a robust monitoring system, and enhancing communication within the UNIDO network. Overall, the evaluation rates the project as satisfactory, emphasizing its potential for future contributions to sustainable development in China and beyond.

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Abbreviations and Acronyms

Abbreviation	Meaning
CICETE	China International Centre for Economic and Technical Exchanges
FDI	Foreign direct investment
4IR	Fourth Industrial Revolution
ESG	Environmental, social and governance
EV	Electric vehicle
GDP	Gross domestic product
HQ	Headquarter
IRPF	Integrated Results and Performance Framework
ISID	Inclusive and sustainable industrial development
ITPO	Investment and Technology Promotion Office
IWS	Internationaler Wirtschaftssenat e. V.
Logframe	Logical framework
ProDoc	Project Document
RCC	Regional Coordination Centre
ToR	Terms of reference
SDG	Sustainable Development Goal
SME	Small- and medium-sized enterprise
UNIDO	United Nations Industrial Development Organization

Executive Summary

The UNIDO Investment and Technology Promotion Office (ITPO) Beijing is a project established to support the host country, developing countries and countries with economies in transition by identifying and mobilising local and foreign investment and facilitating the transfer of technologies. Its objective is to contribute to inclusive and sustainable industrial development in these areas through strengthening capacities of local government institutions and business development organisations and putting in place efficient mechanisms and strategies for investment promotion and technology transfer. The project has established four Regional Coordinator Centres (RCCs) and a Fourth Industrial Revolution (4IR) Accelerator in five cities to harness the potential of China's diverse regional advantages and strengths for sustainable development.

The project is managed under the overall guidance of the Chief/Director of the Division of ITPOs and Institutional Partnerships. China International Centre for Economic and Technical Exchanges (CICETE), under the Ministry of Commerce, has acted as the national counterpart and provided the project funding totalling US\$5,197,328.

This terminal evaluation intends to be a forward-looking exercise seeking to identify best practices and areas for improvement. It aims to generate findings, draw lessons, and provide a set of actionable recommendations so as to inform future development of ITPO Beijing. The evaluation covered the whole duration of the project from 2020 to 2024.

Key Findings

Project design: The project design is innovative with the setup of five local offices with regional coverage. Such arrangement is conducive to the flow of resources among different regions in China and China's outbound investment. The logical framework lacks targets and clarity on impact, which is partly made up by well-defined targets in local agreements.

Relevance: The project is highly relevant to Chinese national strategies on innovation, international cooperation, and climate commitment. It also responds to local needs through arrangements such as funding agreements and annual work planning process.

Coherence: The project is closely aligned with the UNIDO strategies and UN Cooperation Framework for China. It has worked effectively with other ITPOs as an integral part of the ITP Network. It has contributed to the UNIDO Country Programme, but synergy with the Regional Office in Beijing is not strong.

Effectiveness: The project has made substantial achievements at both the output and outcome level. Advisory services, capacity building, and high-level events delivered by ITPO Beijing have contributed to trade deals, landing of several investment projects, and the improvement of investment promotion practices and business operation skills. The success is owing to international perspective brought to partners by a professional and committed team and their ability to mobilise quality resources.

Efficiency: The project's overall spending is expected to exceed 84% of the budget, as noticeable catch-up was observed after COVID-related travel restrictions were lifted. Partners provided funding timely and have promised continual support, demonstrating that

the project is value for money. There are expectations for clearer tracking of fund use and more competitive personnel remuneration and promotion opportunities.

Sustainability: The project results are likely to sustain as connections and capacity building facilitated by the project may lead to more effects in the future. On the way forward, partners expect that the project will provide more support to China's outbound investment, create more opportunities for exchanges, and bring more capacity building to less developed areas. The project may need to manage potential risks related to the timing of project extension, funding sustainability, and operation of offices at multiple sites.

Progress to impact: The project has made good progress toward UNIDO's goal on inclusive and sustainable industrial development, by working with global partners to create jobs and provide environmental solutions. It has created neutral platforms to encourage dialogues and collaboration across countries and sectors.

Gender mainstreaming: The project has mainstreamed gender equality in the project cycle and personnel composition. Female entrepreneurship was encouraged through training and promotional activities. Technological innovations identified and promoted by the project are benefiting women in Africa.

Environmental impacts: The project has prioritised green transformation, identifying and promoting a number of proven innovations which contribute to energy efficiency, carbon emission reduction, and sustainable waste management.

Social impacts: The project supported small- and medium-sized enterprises and developed skills of youth and women, which in turn resulted in job creation and improvement of well-being of communities in less developed areas.

Performance of partners:

The project has received strong support from funding partners and fostered valuable partnership with other UN agencies and ITPOs, as facilitated by UNIDO HQ. To further meet the need of partners, continued support from UNIDO HQ and better coordination with the regional office is necessary

Results-based management: The project has been implemented by a strong team well-recognised by partners. The team demonstrated adaptive management during the COVID period by organising online and offline events. The project faced challenges related to complex administrative procedures and inadequate delegation authority.

Monitoring and reporting: Project monitoring through the Steering Committee took place, but not institutionalised. Performance of local offices was regularly assessed and lessons of some activities were well documented. The project seemed to be short of systematic monitoring. Reporting was focused on output-level results, while tracking and documentation of outcome-level results was inadequate.

Overall rating is assessed as Satisfactory.

Key Conclusions

The ITPO Beijing project is an innovative initiative highly relevant to Chinese national strategies, including Belt and Road Initiative, Dual Carbon Goals, and High-Quality Development. Its setup allows it to be effectively responsive to local needs. It is closely

aligned with UNIDO strategies to advance ISID through green and digital transformation and UN Cooperation Framework for China. The project has created neutral platforms to encourage dialogues and collaboration across countries and sectors, which is especially valuable on the backdrop of geopolitical tensions and deglobalisation movement.

The project has made good progress toward UNIDO's goal on inclusive and sustainable industrial development, by working with global partners to create jobs, improve wellbeing of local communities, and provide environmental solutions, especially in China and other developing countries. SMEs, women, and youth were well targeted in the intervention. The project has produced visible outcomes, evidenced by trade deals and investment projects it facilitated, and improved investment promotion practices and business operation skills.

The success is owing to international perspective brought to partners by a well-recognised professional team and their ability to mobilise quality resources. Efforts on building connections and capacity building are likely to make the project results sustainable. Funding partners have given a vote of confidence by promising continual support.

Partnership with other ITPOs and UN agencies has been strong, but there are challenges in coordination and communication between the project and the Regional Office in China. More support from UNIDO headquarters and other country and regional offices is needed so that the project can provide better service to its partners and beneficiaries.

There was some good practice on monitoring and reporting, but a systematic approach is absent and outcome-level results are not adequately tracked and recorded. The project also needs to deal with issues such as long recruitment process and lack of competitive remuneration and personnel promotion opportunities. The project may also need to manage potential risks related to the timing of project extension, fund sustainability, and the operation of offices at multiple sites.

On the way forward, the project is expected to provide more support to China's outbound investment and create more opportunities for exchanges and publicity. More capacity building opportunities should be created to target less developed areas in China and other developing countries. That would need the local offices to expand their influence outside their bases.

Key Recommendations

Recommendation 1: To enhance connectivity within the UNIDO system, through

- Better coordination and more regular communication with the UNIDO Regional Office in Beijing
- More access to information on the needs in other developing countries from regional and country offices
- More support from high-level officials during their visits to China

Recommendation 2: To strengthen the project monitoring system, including

- institutionalising the operation of the Steering Committee
- developing an integrated monitoring system, paying attention to the tracking and reporting of higher-level (i.e. outcomes and impact) results and providing clear guidance on which activities should be prioritised in monitoring
- commissioning final evaluation at least six months before the project completion

- improving the logical framework for the next phase, with a set of clear result statements and targets integrating local ones.

Recommendation 3: To improve project management by

- accelerating procurement and administrative processes for requisitioning services and personnel (e.g., by delegating authority to the country office)
- structuring financial management in a way easier for the funding partners to track the spending
- reviewing the remuneration system to retain high performing personnel, considering fund availability
- reviewing and managing project risks, especially related to diverse project operations

Recommendation 4: To further improve project effectiveness by

- providing more advice on international trends and best practices and more targeted match-making opportunities with the aim to support China's outbound investment
- providing more capacity building in less developed areas in China and other developing countries
- expanding the influence of regional offices to areas outside their bases

Project rating

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

1. Introduction

1.1 Evaluation Purpose

The United Nations Industrial Development Organization (UNIDO) is a specialised UN agency committed to promoting inclusive and sustainable industrial development (ISID). Anchored in the 2013 Lima Declaration and echoed in the 2030 Agenda for Sustainable Development, UNIDO's mandate recognizes ISID as a major driver of sustainable development. This is particularly emphasized through Sustainable Development Goal (SDG) 9, which focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. To reduce the global development imbalances and broker the investment and technology agreements between developed, and developing countries and countries with economies in transition, UNIDO introduced the very first Investment Promotion Services and the Network of Investment and Technology Promotion Offices (ITPOs) in 1986. Since then, 10 UNIDO ITPOs have been established in Bahrain, China (Beijing), China (Shanghai), Germany (Bonn), Italy, Japan, Nigeria, the Republic of Korea, and the Russian Federation.

First established in 1996, ITPO Beijing is a joint initiative of the Government of China and the UNIDO to promote both inward and outward investment and technology transfer. It is operated as a project titled UNIDO Investment and Technology Promotion Office Beijing (hereinafter referred to as "ITPO Beijing"). The project was in full operation again in 2020 after being inactive for a decade. The purpose of the project is to support the host country, developing countries, and countries with economies in transition by identifying and mobilising local and foreign investment and facilitating the transfer of technologies. The investment in the project totaled US\$5,197,328¹. The China International Centre for Economic and Technical Exchanges (CICETE), under the Ministry of Commerce, provided the funding for the establishment and operation of ITPO Beijing and its Regional Coordination Centres (RCCs) and Fourth Industrial Revolution (4IR) Accelerator.

Based on the Terms of Reference (Annex 1), this terminal evaluation intends to be a forward-looking exercise seeking to identify best practices and areas for improvement. It aims to generate findings, draw lessons, and provide a set of actionable recommendations to inform the future development of ITPO Beijing.

1.2 Evaluation Objectives and Scope

The objective of this evaluation is to assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact. The evaluation covered the whole duration of the project from its starting date in January 2020 to the estimated completion date in December 2024.

Ratings are given on the six elements and cross-cutting themes, including gender, partners' performance, project management, and environmental and social impacts. The UNIDO Independent Evaluation Unit uses an ordinal six-point rating system, where highly satisfactory is the highest score (6) and highly unsatisfactory is the lowest (1) as per the table below.

¹ The amount is the total released budget as per data provided by ITPO Beijing on 9 January, 2025.

Chart 1. Project rating criteria

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

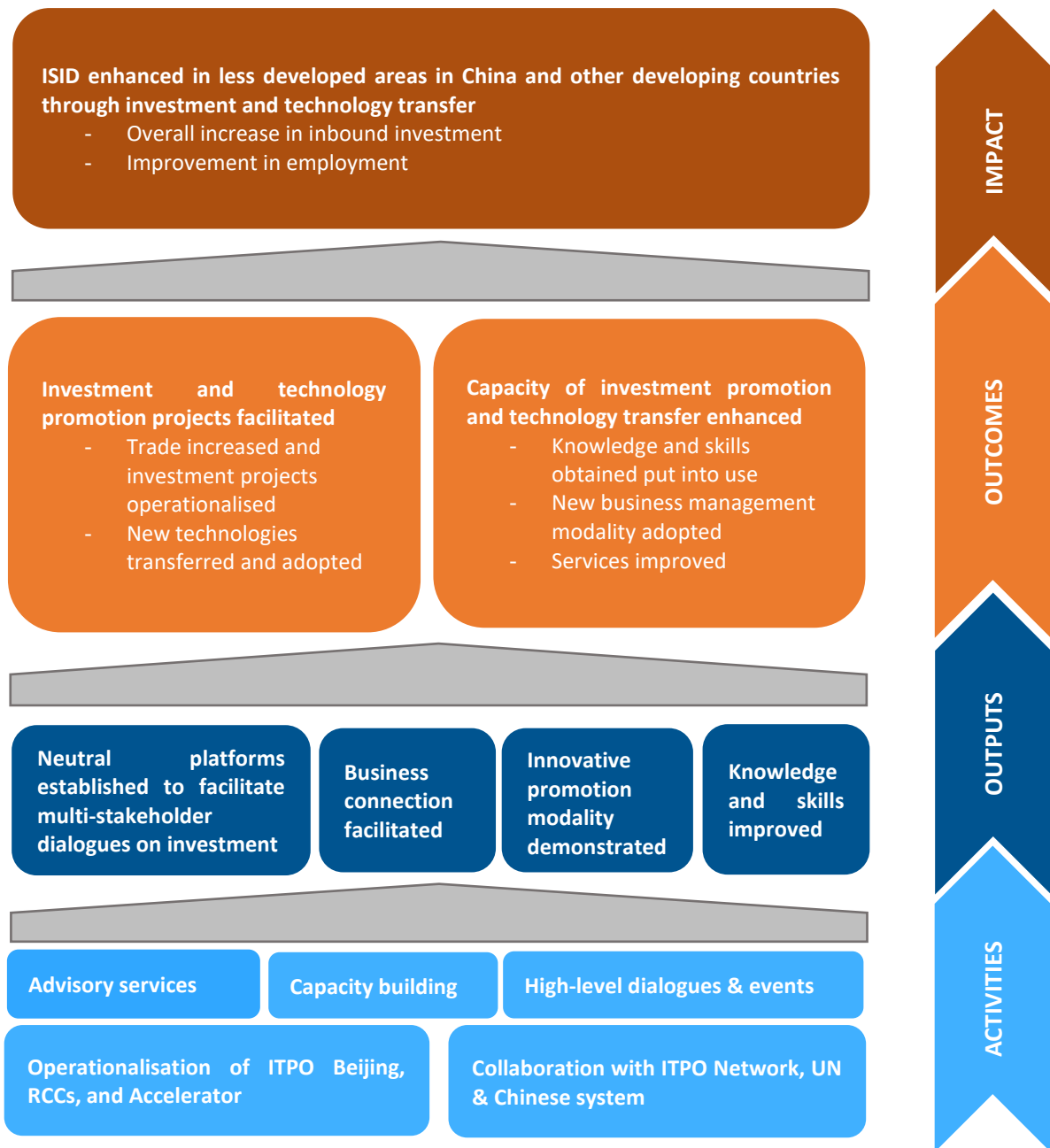
1.3 Theory of Change

The theory of change depicts the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results.

Although it is not explicitly mentioned in the Project Document (ProDoc), the project seems to address the problem that inadequate investment and technology transfer hinder ISID in less developed areas of China and other developing countries. The project provides advice, training, and brokering services to create space for multi-stakeholder dialogues, facilitate business connections, demonstrate innovative investment promotion modalities, and increase the knowledge and skills of investment agencies and entrepreneurs. The efforts will contribute to the establishment of new investment and technology transfer projects and enable investment promotion agencies to provide better services and entrepreneurs to run their businesses better. Eventually, it is expected to contribute to ISID in less developed areas of China and other developing countries, with an overall increase in investment and improvement of employment.

The evaluation team reconstructed the theory of change as follows:

Chart 2. Theory of change of the UNIDO IPTO Beijing project



Enablers:

- The Chinese Government fully supports the ITPO.
- UNIDO has hands-on experience and global network.
- The project team is committed and competent.

Assumptions:

- Local governments can commit resources to support the project.
- Target regions and countries have enabling environment for investment and technology transfer, such as security, market, and supply of labour force.

1.4 Methodology

The evaluation was carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project were informed and consulted throughout the process. The evaluation team has followed the UNIDO Evaluation Policy, Evaluation Manual, and Guidelines for the Technical Cooperation Project and Project Cycle.

The evaluation has used a theory of change approach and mixed methods to collect data and information from a range of sources and informants (see Annex 2). Data and information collected were triangulated to ensure an evidence-based and credible evaluation.

As set out in the evaluation ToR, instruments used for data collection were: desk and literature review, stakeholder consultations, field visits, and online data collection. The methods are elaborated as follows:

1) Desk and literature review

Documents reviewed include the ProDocs, annual reports (including financial reports), technical reports, and other relevant correspondence. Annex 3 lists the key documents provided to the evaluation team.

2) Stakeholder consultations and field visits

The evaluation team conducted 37 interviews with 54 project stakeholders from 29 November to 13 December 2024. The majority of the interviews were face-to-face which took place during the field visit to Beijing, Chengdu, and Hangzhou. Five stakeholders based outside China were interviewed, including 2 in Austria, 1 in Ghana, 1 in Chad, and 1 in Nigeria. Types of the interviewees are:

- Project implementation team in Beijing, Chengdu, and Hangzhou
- Various units of UNIDO which are closely related to the project, including the Regional Office in Beijing, Division of ITPOs and Institutional Partnerships in Vienna, and other ITPO
- National and local government agencies which are funding partners and/or beneficiaries
- The private sector which is primarily beneficiary of the project
- Trade associations as project partners
- Research institutions as project partners
- UN agencies based in Beijing as project partners
- Non-governmental organisations (NGOs) as project partners

Annex 4 lists the project stakeholders interviewed, and Annex 5 is the interview questions.

Given time constraints, the evaluation team visited Beijing, Chengdu, and Hangzhou. The selection was meant to reflect the diversity of the ITPO's presence in six locations in terms of function and development status of the cities. Beijing is home to the head office, thus a natural choice. Hangzhou hosts the only accelerator in the project portfolio, and it is located in more developed eastern China, similar to Xiamen which hosts the Southern RCC. Chengdu hosts the only RCC in western China, an area that is less developed in general.

3) Online data collection

Relevant data, e.g., those related to government policies and regulations, were collected online to verify the results achieved by the project. The evaluation team has referred to the report of the UNIDO Country Evaluation recently completed.

1.5 Limitations

As explained above, the evaluation team visited only two of the five local operations of ITPO Beijing. Information on the other three RCCs was mainly based on reports and other correspondence, so the report may not fully capture their progress and challenges.

Stakeholders interviewed covered all types of project stakeholders, i.e. funding partners, beneficiaries, and partners in both developed and less developed countries/regions, but they constitute only a small proportion of the overall stakeholder group. For example, the project reached more than 4,100 stakeholders in 2024 alone², including companies, government agencies, and investment promotion agencies.

² The figure is from the Integrated Results and Performance Framework of ITPO Beijing 2024. It refers to the number of institutional stakeholders, i.e. companies, government agencies, UN agencies, and investment promotion agencies, which participated in events organised, co-hosted, or funded by the project. It does not include the number of online audience.

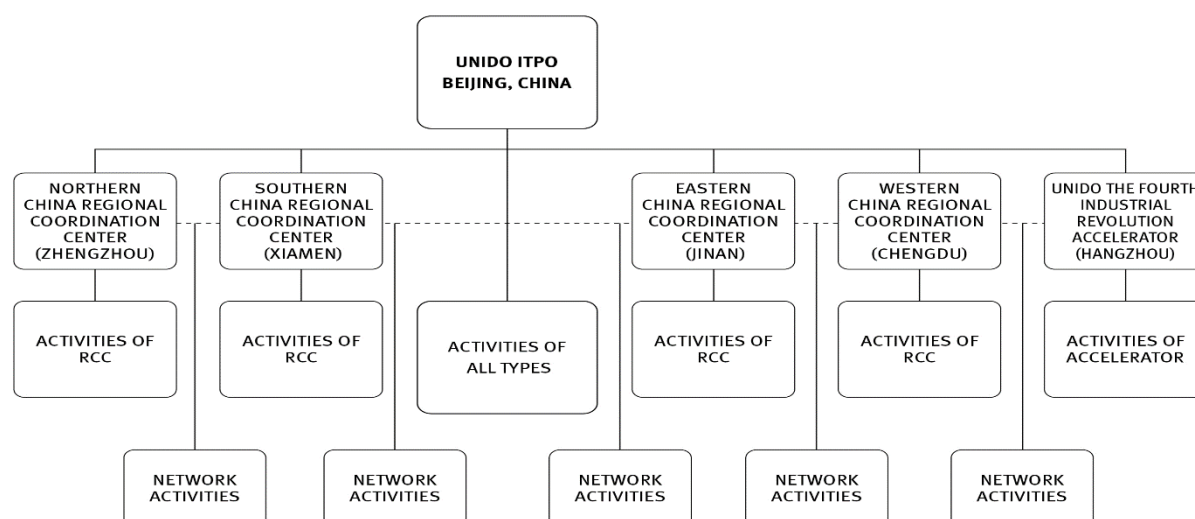
2. Project Background and Context

ITPO Beijing was first established in January 1996 under an agreement between the People’s Republic of China and UNIDO. Historically, ITPO Beijing was conceived as a diplomatic entity and its current name, “UNIDO Investment and Technology Promotion Office (ITPO) Beijing”, was not decided until 2003³. Its current operation is in the project modality. ITPO Beijing has gone through three stages: 1) active with a small office from 1996-2009, concurrent with China’s strong demand for inward investment and technology transfer; 2) inactive in 2009-2019, when China saw rapid economic growth and inflow of investment; 3) restarted in 2020, in line with China’s Belt & Road Initiative which encourages outward investment.

The main objective of the restarted ITPO Beijing project is to contribute to inclusive and sustainable industrial development in less economically advanced areas of China, developing countries, and countries with economies in transition. The project intends to strengthen the capacities of local government institutions and business development organizations and put in place efficient mechanisms and strategies for investment promotion and technology transfer/innovation, based on UNIDO’s experience and methodologies. It was expected to align with China’s 14th Five-Year Plan (2021-2025) and UNIDO’s mandate for ISID and contribute to global development efforts and the achievement of SDG 8, 9, and 17.

The project has established four RCCs and a 4IR Accelerator to harness the potential of China’s diverse regional advantages and strengths for sustainable development. The four RCCs are located in Chengdu, Jinan, Tangshan, and Xiamen as per the approved project document in 2019. Tangshan was later replaced by Zhengzhou as indicated in the Evaluation Terms of Reference. The four RCCs were established successively in 2020, while the 4IR Accelerator located in Hangzhou was added to the project portfolio in 2023. The structure of the ITPO Beijing is illustrated below:

Chart 3. Structure of the ITPO Beijing



Source: Project Document (revised in 2023)

³ ITPO Beijing Project Document (2020-2024)

The project set two expected outcomes in 2019 and added a third one in 2023, as stated below:

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

The project set nine outputs in 2019 and added the last one in 2023, as follows:

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

The Project Logical Framework (logframe) is attached in Annex 6.

The project is managed under the overall guidance of the Chief/Director of the Division of ITPOs and Institutional Partnerships. CICETE has acted as the unique national counterpart

for UNIDO throughout the implementation of this project. ITPO Beijing has also cooperated with research institutions, government departments, think tanks, and private enterprises.

The project reports to a steering committee which has the responsibility to: (i) monitor and review the progress of the ITPO activities; (ii) approve work programmes; (iii) ensure the effective coordination between all key stakeholders; (iv) advise on the effectiveness the on-going activities. The Steering Committee is comprised of representatives from UNIDO headquarters (HQ) and CICETE, with the Head of ITPO Beijing acting as the SC Secretariat.

3. Findings

3.1 Project Design

3.1.1 Overall Project Design

The ITPO Beijing is considered a technical assistance project. It is unique in the way that it has five regional operations, i.e. four RCCs and one Accelerator. Such a setup is regarded as an innovation by several interviewees within the UN and Chinese systems because it can better meet the needs of local partners in different parts of China. Although local funding partners are municipal governments, the agreements between CICETE and local funding partners specify that the mandate of the operations is not limited to the cities themselves and should cover the northern, southern, western, and eastern regions. The evaluators learned during the field visit that the Western RCC based in Chengdu has extended its work to Chongqing and recruited a local personnel member. The Accelerator based in Hangzhou displays technologies from all over the country and even other countries.

Of the five regional operations, three (Xiamen, Hangzhou, and Jinan) are located in the east coastal provinces where the economy is more developed, while Chengdu and Zhengzhou are emerging economic centres in western and central China. Western China in general seems to be less represented, but the setup might be out of practical considerations. First is the affordability and willingness of local governments to host the operations. The Northern RCC should have been hosted by Tangshan according to the ProDoc, but due to fund availability, it was replaced by Zhengzhou. Second, the cities should already be regional leaders with considerable market size and skills of the labour forces which are critical to foreign direct investment and technology transfer⁴. Thus they can extend the benefits to other parts of the region.

In addition, the focus of the project is to benefit other developing countries. Chinese companies with the capacity and intent to invest abroad are mostly from coastal provinces⁵. The geographical distribution of the project operations makes it easier to reach out and provide services directly to outbound investors in the coastal areas.

Cities hosting the ITPO operations are at different development stages (see Chart 4). Such a setup is meant to create an ecosystem where technology and investment from the better-off regions can flow to the less developed. It was learned during the field visit that such flow had taken place, e.g. a Shanghai-based company having set up a joint venture in Chengdu.

⁴ Nguyen Anh Tu, "[Innovation and foreign direct investment attraction in developing countries](#)", *Cogen Economics & Finance*, 12-1 (2024); R. Alkhazaleh, K. Mykoniatis, A. Alahmer, "[The Success of Technology Transfer in the Industry 4.0 Era: A Systematic Literature Review](#)", *Journal of Open Innovation: Technology, Market, and Complexity*, 8-4 (2022)

⁵ <https://www.china-briefing.com/news/china-odi-trends-cn/>

Chart 4. Economic development of cities hosting ITPO Beijing operations

ITPO Presence	Function	Per Capita GDP (\$)⁶
Beijing	Head office	28,430
Chengdu	Western RCC	14,729
Hangzhou	Accelerator	22,983
Jinan	Eastern RCC	19,230
Xiamen	Southern RCC	21,600
Zhengzhou	Northern RCC	15,064

3.1.2 Logframe

The project log frame specifies different levels of results and indicators (see Annex 6). Outcomes 1 and 2, together with their associated indicators, are well defined. The log frame does not include targets, but the agreements with local funding partners include specific targets for the RCCs and Accelerator, which align with the project outputs in general. Targets were clearly defined as in the case of Western RCC for assessment. For example, to prove that the RCC has met the target related to global events, it needs to provide evidence that relevant agencies and companies took part in the events.

The log frame was revised in 2023 with the addition of Outcome 3 and Output 10. The indicators for the outcome and the output are almost identical and some overlap with those of Output 2 and 3. There seems to be a lack of clarity regarding the project impact statement, “Inward and outward investment and technology promotion activities in China will be more rationalised and efficient and designed to encompass developing countries and economies in transition”. The impact indicators do not reflect the contextual meaning of “rationalised and efficient”. Given the inadequacies, the causal linkages of the project were not clear.

Finding 1: The project design is innovative with the setup of five local offices with regional coverage. Such arrangement is conducive to the flow of resources among different regions in China and China’s outbound investment. The logframe lacks targets and clarity on impact, which is partly made up by well-defined targets in local agreements.

3.2 Relevance

The project is highly relevant to the national strategies and initiatives of the Chinese Government. The project’s objective to contribute to industrial development in less developing countries is aligned with the Belt and Road Initiative which is aimed at enhancing global connectivity and cooperation. The project has engaged stakeholders from at least 15 countries in Africa, South Asia, Central Asia, Southeast Asia, and Latin America in the past five years, through activities such as the Global Call, Delegate Programme, and advisory service to investors.

Green transformation and innovation are two focal areas of the project. They correspond to China’s climate targets of “Dual Carbon Goals”, i.e. reaching peak carbon emissions before 2030 and achieving carbon neutrality before 2060. It is also in line with high-quality

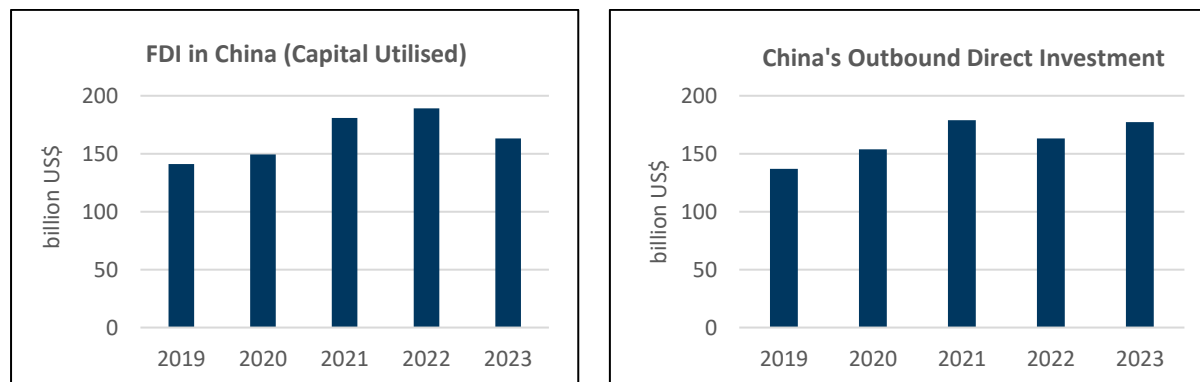
⁶ <https://zhuanlan.zhihu.com/p/683784035>

development, a strategy featuring innovative, coordinated, green, open, and shared development⁷.

At the local level, informants of the interviews considered it a good match between the project and their strategic priorities. For example, Chengdu aspires to become the economic and international centre in western China and is also in the process of building an economic zone together with Chongqing. Thus, the function of the Western RCC and its new presence in Chongqing resonate with the aspiration of local partners. Zhejiang Province, where the Accelerator is located, focuses on outward investment and leading technology. The international network and thinking brought by the project respond to the need of local companies planning or having taken actions to invest overseas. Alignment with local needs has been institutionalised through the funding agreements and performance assessment of the local offices. In addition, the head office of the ITPO Beijing and CICETE visited local partners and understood their needs as part of the annual work planning process.

The project and the ITPO network seem to be ever more relevant today as compared to five years ago. The COVID pandemic, geopolitics, and economic downturn have impacted the investment flow and relocation of the global supply chain. In 2023, foreign direct investment (FDI) in China dropped 8% year-on-year while China's outbound direct investment grew 8.7% (Chart 5). Local governments in China are committed to attracting investment to boost the economy and employment, while Chinese companies are eager to expand to the international market. ITPO Beijing is well positioned to support the dual needs.

Chart 5. FDI in China vs China's outbound direct investment



Source: Ministry of Commerce

Finding 2: The project is highly relevant to national strategies in China on innovation, international cooperation, and climate commitment. It also responds to local needs through institutional arrangements such as funding agreements and annual work planning process.

⁷ <https://www.chinadaily.com.cn/a/202403/16/WS65f53a2aa31082fc043bd023.html>

3.3 Coherence

The project is closely aligned with the UNIDO 2022-2025 Medium-Term Programme Framework and the Strategic Framework for the Fourth Industrial Revolution 2022-2030, two documents outlining UNIDO's strategies to advance ISID through green and digital transformation. The project set up the 4IR Alliance, a platform to facilitate cross-sectoral and public-private dialogues⁸. According to a member of the 4IR Alliance interviewed by the evaluation team, the platform allowed the company to learn from others and promote its practice on environmental, social, and governance (ESG). The company worked with the academic community to empower youth through sponsoring design competitions. The 4IR Accelerator is another platform established by the project to display and promote innovative technologies.

As part of the ITP Network, the project collaborated with other ITPOs⁹ through the organisation of the annual Global Call, a UNIDO flagship event seeking to identify and award enterprises with innovative solutions to global challenges. Besides the session led by ITPO Beijing in 2023, the project team promoted the event organised by other ITPOs and recommended companies to participate in the competition. It organised a forum on smart mobility jointly with ITPO Shanghai and a dialogue on sustainable supply chains with ITPO Germany. ITPO Beijing supported companies recommended by ITPO Japan in their investment studies and assisted ITPO Bahrain in identifying tyre recycling technologies. Its collaboration with ITPO Nigeria was most diverse, ranging from the Global Call promotion to seminars and match-making events as part of the Delegate Programme in Nigeria and China respectively (See more in 3.10).

A key informant commented that the project's activities aligned closely with the UN Sustainable Development Cooperation Framework for China, by fostering innovation, sustainability, and inclusive development. He noted that private-sector partnerships are a vital driver for achieving the SDGs, which ITPO Beijing has successfully cultivated. To expose the private sector to international discussions on environmental issues, ITPO Beijing partnered with UNEP to bring Chinese companies to the latter's conference in Nairobi.

The project has also contributed to the UNIDO Country Programme 2021-2025, especially Component 1 (boosting innovation-driven industrial growth) and Component 4 (international cooperation on ISID). It was noted in the country evaluation report¹⁰ that ITPO Beijing contributed to the capacity development and integration of Chinese companies into global value chains. It was also instrumental in fostering international collaborations and South-South cooperation. However, it was also noted that the coordination between the project and the UNIDO Regional Office in Beijing was not always smooth. For example, the two offices both set up booths at international trade fairs, but with little synergy. There is potential to further enhance communication between the UNIDO regional office, headquarters, and ITPO Beijing, particularly in the sharing of information and updates. (See more in chapter 3.10.)

⁸ UNIDO 4IR Alliance Progress Report 2020-2023

⁹ ITPO Beijing Annual Report 2020-2021, 2022, and 2023.

¹⁰ [Independent Country Evaluation - The People's Republic of China \(2016-2024\)](#)

Finding 3: The project is closely aligned with the UNIDO strategies and UN Cooperation Framework for China. It has worked effectively with other ITPOs as an integral part of the ITP Network. It has contributed to the UNIDO Country Programme, but synergy with the Regional Office based in Beijing is not strong.

3.4 Effectiveness

3.4.1 Achievement of outputs

The project has 10 outputs, of which three (Outputs 2, 3, and 4) are major deliverables and the rest support the operation of the project. The evaluation focuses on the assessment of the three major deliverables. The achievements of the outputs are partly reflected in the annual reports, but given that there are no overall targets, it is challenging to assess the progress. An alternative is to look at the progress made by local project offices against targets specified by their respective funding partners. Performance indicators and targets are specific to each office, but they more or less correspond to Outputs 2, 3, and 4.

The evaluation team learned during the field visit that local funding partners would review the progress annually before budget allocation and even commissioned independent reviews as the Western RCC experienced in 2024. The table¹¹ below lists the number of activities completed versus targets specified in the agreements with local funding partners between 2020 and 2024. The last line refers to activities organized elsewhere by the project head office based in Beijing, excluding those reported by the RCCs and Accelerator. It was noted that RCCs’ activities were mainly focused on the cities and provinces they are based in.

It should be noted that the classification of completed activities based on the log frame outputs is for expediency, as some activities could contribute to more than one output. For example, a forum, classified as a “high-level event”, can serve the purpose of networking, raising a city’s profile, and building the capacity of the audience. The data provided by a local office might not be exclusive if they are related to activities engaging other project offices, e.g. an international expo or a visit of an investor delegation. Looking at it from another perspective, it is evidence that resources were shared across the project network.

Chart 6. Progress on the achievement of outputs

	Output 2: Advisory services (Completed/Targeted)	Output 3: Capacity building (Completed/Targeted)	Output 4: High-level events (Completed/Targeted)
Eastern RCC	Information sharing (48/20) Consultation (26/25)	Training events (10/6)	Support to events (31/10)
Western RCC	Information sharing (365/216)	Training events (4/4)	Support to events (44/12)

¹¹ The information is based on the work reports prepared by the project offices. The reports list details of the completed activities.

	Output 2: Advisory services (Completed/Targeted)	Output 3: Capacity building (Completed/Targeted)	Output 4: High-level events (Completed/Targeted)
	Support to visit industry leaders (79/16)		
Northern RCC	Consultation (100+/25) Information sharing (16/20)	Training events (5/5)	Support to events (26/10)
Southern RCC	Consultation (20/20) Information sharing (26+/20) Consultation (20/20)	Training events (6/5)	Support to events (19/10)
Accelerator ¹²	Information sharing (4/4) Match-making (43/30) Delegations received (13/10) Companies received (14/10)	Training events (3/1)	Events organised (4/2)
Head office	3	12	19

The table shows that local offices have all met or exceeded the targets. The progress toward three key outputs is summarised as follows:

a. Advisory services on the promotion of investment and technology transfer opportunities, provided (Output 2)

Advisory services were provided in various forms. The project organised or supported investment promotion activities to match potential investors and buyers with host governments and suppliers. Notable cases include inbound delegations from Belgium and Germany and outbound delegations to Nigeria and Kenya. From 2021 to 2024, the project supported events with nine developing countries¹³. In addition to international partners, study tours were arranged to facilitate domestic investment flow from the coastal areas to the western regions. Information on technology projects seeking investment was shared in various forms. It can be published in the quarterly Bulletin on Investment and Technology which the project compiled. It can also be displayed at the showroom of the Accelerator or recommended to partners through a WeChat account. The project also worked with partners to produce knowledge products, such as the *Blue Book on the Internationalisation of China's Pharmaceutical Industry 2023*, and the *White Paper on Artificial Intelligence Empowering Sustainable Development and Investment*.

b. Targeted training and capacity-building activities conducted (Output 3)

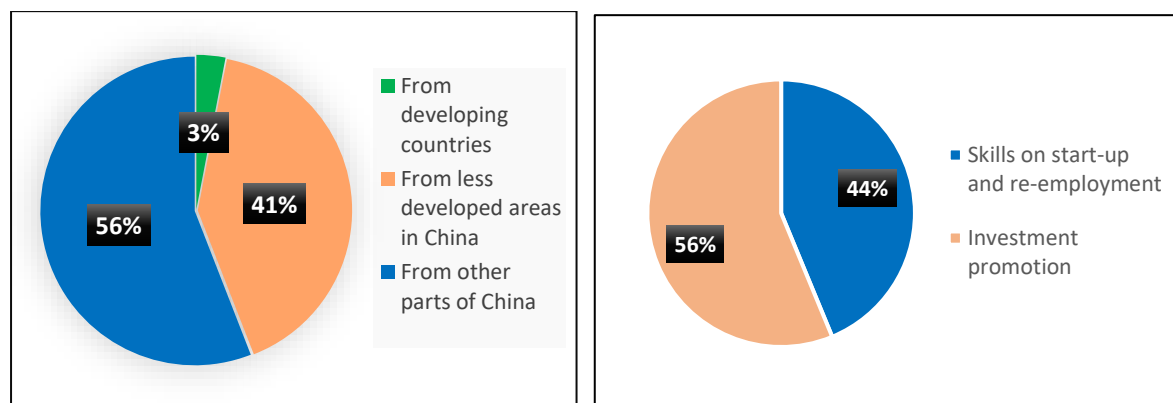
On capacity building, the project provided training to a total of 3,135 people, including 95 from Sri Lanka on trade facilitation of agricultural and aquatic products. More than half of the training targeted investment promotion officials and the rest was to help people start their businesses and seek re-employment, especially in less developed regions in China

¹² The Accelerator started operation in April 2024.

¹³ These countries are: Uzbekistan, Mexico, Mongolia, Kenya, Gambia, Laos, Rwanda, Solomon Islands, and Nigeria.

(Chart 7). Some targeted SMEs (small- and medium-sized enterprises), like the capacity building organised as part of the Global Call 2023 hosted by the ITPO Beijing. The project provided coaching to finalists to boost their capacity to innovate, set up a business, and commercialise innovations. Instead of initiating all training on its own, the project leveraged resources to complement training organised by partners, e.g. by recommending renowned scholars to speak at workshops targeting investment promotion officials.

Chart 7. Participants in training classified by origin and category



Source: ITPO Beijing

c. High-level dialogues and events organised (Output 4)

The project organised forums and exhibitions at top trade fairs in China, including China International Import Expo, China International Fair for Investment & Trade, and Global Digital Trade Expo. High-level events are a platform for influential networking and publicity. As movers and shakers in the public and private domain gather at the events, they provide precious opportunities to access potential investors and promote their cities, technologies, and products. This may explain why high-level events were selected by funding partners as a key performance indicator for the local project offices. Aside from the role of publicity, the forums provided public space for cross-sector engagement, as one informant mentioned that such forums were one of the rare occasions that the company could interact with policy-makers, peers, and players of other sectors with ease. The project also utilised trade fairs to display innovative technologies selected through the Global Call and provided funding for winners from developing countries to promote their solutions at the trade fairs.

In addition to international events held in China, the project also organised Chinese companies and investment promotion agencies to attend and speak at events outside China, including the Sixth Session of the UN Environment Assembly and the UN Science-Policy-Business Forum on the Environment. Several stakeholders mentioned that participation in such events broadened their global perspectives, raised their corporate profile, and even helped them find new business opportunities.

3.4.2 Progress toward the achievement of outcomes

The log frame includes three outcomes to define the potential changes produced by the outputs. Given the problems pointed out in 3.1, the evaluation team has focused on analysing the achievements toward the first two outcomes, while also incorporating results not covered by the log frame but identified during the stakeholder consultation.

a. New investment and technology transfer projects facilitated (Outcome 1)

According to information provided by the project, the project has identified, assessed, and promoted 617 technologies through global competitions, such as the UNIDO Global Call, the Global Internet Competition of “Straight to Wuzhen”, and China Overseas Talents Innovation and Entrepreneurship Competition. In other words, the project took advantage of the existing selection mechanism to ensure the quality and practicality of the recommended technologies. The technologies cover the 4IR thematic areas, i.e. renewable energy, circular economy, smart agribusiness, and smart manufacturing. They are from both Global North and South. At the Global Call 2023, 88% of the 315 clean energy solutions received were from developing countries¹⁴.

Some technologies recommended by the project have attracted potential buyers or investors. For example, Mayu (Beijing) New Energy Tech Co., a winner of the Global Call 2023, is preparing solutions for potential clients in Kenya and Nigeria, who intend to procure Mayu’s award-winning atmospheric water generators to provide drinking water for people without access to the public system. Another winner of the Global Call 2023 said the award helped the company to be included in the supplier list of overseas clients.

In the past five years, ITPO Beijing has facilitated the landing of the following investment and technology transfer initiatives through its advisory service (Chart 8):

Chart 8. Investment and technology transfer projects facilitated by the project¹⁵

Investor/Technology Owner	Industry/Technology	Target Countries
Henan Haiqi Environmental Protection Technology Co., Ltd	Biochar-gas-oil poly generation and carbonization	Malaysia, Portugal
Shenzhen Solar Run Energy Co., Ltd.	Solar lighting and household solar system	Ethiopia
Xicheng District	Trade and investment service	Germany
Beijing Foreign Cultural Trade Association	Vocational education	Chad
Bill & Melinda Gates Foundation	Sewage treatment	Senegal
An environmental consulting firm	Carbon credit investment in safe drinking water and clean stoves	Rwanda, Senegal, Kenya, Madagascar
High-tech company A	IT service	Chengdu, China
High-tech company B	IT service to the financial sector	Chengdu, China
High-tech company C	Semiconductor	Chengdu, China

Source: ITPO Beijing

Some participants in the inbound and outbound delegations facilitated by the project are investigating the possibilities of concrete initiatives. Internationaler Wirtschaftssenat e. V. (IWS), a trade association based in Germany, is close to setting up an office in Beijing. Inspired by electric vehicle (EV) technology that the Nigerian delegation saw in China, ITPO Nigeria is exploring with an SME development agency to install EV charging stations in

¹⁴ UNIDO Global Call 2023 Research Report

¹⁵ Investors of the last four initiatives in the table prefer to be anonymous for commercial confidentiality.

Lagos and create an experience centre for people to learn about EV and energy efficiency. A catering company based in Beijing, which supported the UNIDO World Without Hunger Conference, is considering investment in Germany.

In addition to investment and technology transfer, the evaluation team learned that match-making facilitated by ITPO Beijing also created trade opportunities and could have a knock-on effect on investment. A German company received orders for dairy materials after meeting with Chinese companies recommended by ITPO Beijing. The orders helped the producer recover confidence after experiencing sluggish demand following the COVID-19 pandemic. The company plans to expand its production capacity in 2025. A Chinese SME expected its sales of award-winning atmospheric water generators to double, thanks to publicity activities associated with the 2023 Global Call.

b. Investment/technology knowledge and skills improved (Outcome 2)

Demonstration and training carried out in the project have been highly recognised by partners and beneficiaries, some of whom are putting into practice what they learned.

The evaluation team learned from project partners that the investment promotion modality demonstrated by the project was different from the traditional approach they took, i.e. giving PowerPoint presentations to a large group of indiscriminate audience similar to a press conference. The modality demonstrated by the project includes pre-assessment of needs, speed dating, and TED talks, which can provide more targeted networking and create more opportunities for person-to-person interaction. Such a match-making approach was considered to be more effective, thus it has been adopted by two agencies. Two incubator operators said they were inspired by the way that the project organised events and promoted technology through the Accelerator. A stakeholder in Chengdu was Impressed by the innovativeness of the Accelerator in Hangzhou and suggested the project set up another one in Chengdu.

Local partners routinely organise training on investment promotion and vocational skills. The project supported them by conducting a baseline assessment to understand the needs of the participants and recommending appropriate lecturers. During stakeholder interviews, several investment promotion agencies commended the quality of speakers introduced by the ITPO Beijing. One of them said the speaker gave them a fresh perspective, which was already translated into strategic planning of the municipality.

A similar approach was also applied in vocational skills training. For example, before a training session was carried out in Lingshou County, the project learned through a baseline survey the profile and the willingness of the participants to engage in e-commerce. The project partnered with a leading IT company, Tencent Group, to identify trainers and experienced practitioners to provide targeted hands-on training. According to the feedback of the trainees, 90% of the participants found the training useful and 57% opened e-commerce accounts after the training.¹⁶

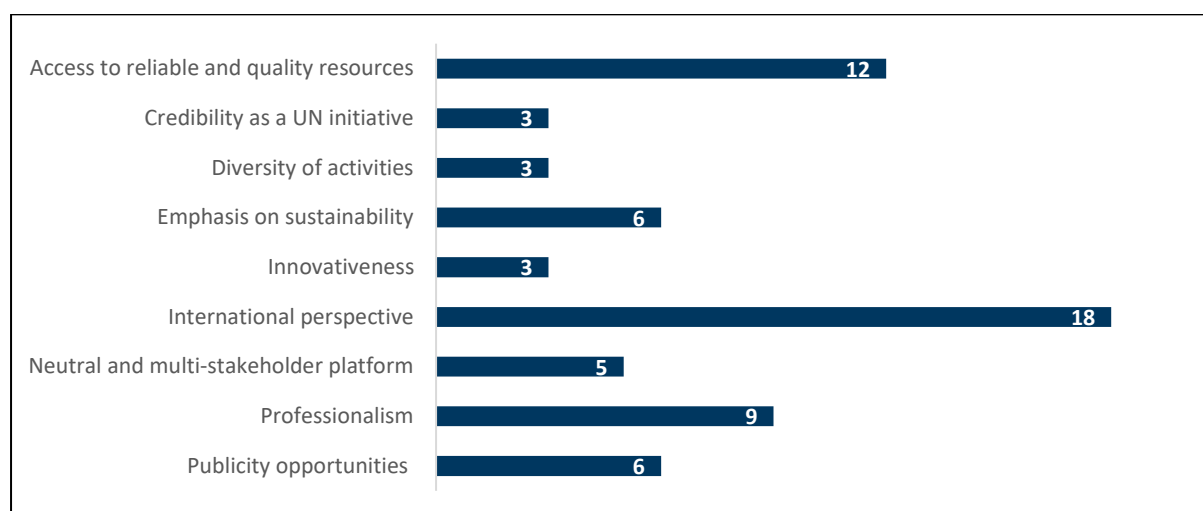
3.4.3 Success factors

When reflecting on the collaboration with the project, the 28 partners and beneficiaries interviewed mentioned several factors or attributes of the ITPO Beijing contributing to the

¹⁶ <https://mp.weixin.qq.com/s/rnIQ-NXTbHHCKc8-Yczrww>

effectiveness of its work. Chart 9 lists these factors and the number of interviewees having mentioned them.

Chart 9. Factors contributing to the effectiveness of ITPO Beijing



Source: Interview notes

The chart shows that “international perspectives” are most mentioned by interviewees. This attribute refers to international networks and good practices as well as international rules and trends that ITPO Beijing shared with partners. Two interviewees from an incubator and a business club said the international network shared by the project complemented the strength of the local network. All Chinese partners, dominant in the stakeholders interviewed, have a strong interest in international outreach. Nearly all stakeholders interviewed in Zhejiang, a province leading outbound investment, said a major challenge for local companies going out was their lack of understanding of international rules and practices, which was exactly the knowledge that can be shared by the project.

The second most mentioned factor is the reliable and quality resources recommended by the project, which refer to influential industrial players at home and abroad, national and local policymakers, and credible channels to reach potential investors and buyers. The founder of an SME said that the biggest challenge of her company was to find reliable partners in Africa. Its participation in the Global Call opened a fast track for her company to attract quality clients, which might have saved her 5-10 years. A member of a German delegation, who had been to China many times, was quoted by an interviewee as saying that the visit arranged by ITPO Beijing made him “feel that I had never been to China” because he met influential industry players whom he couldn’t have accessed with his personal network.

The third one is the professionalism of the project team, which is demonstrated as a dedication to work, a service-oriented attitude, and proficiency in activity planning and delivery. A winner of the Global Call 2023 said she would have never joined the competition without the tenacious persuasion of the ITPO Beijing expert: “As an owner of a micro-enterprise, I told him [the expert] I couldn’t afford to waste time on things irrelevant to the survival of the company, but he made me see the value. Now with the award as endorsement, it’s much easier for me to develop new business.” A stakeholder commented to the Head of ITPO Beijing as a person “known for his practical and results-oriented approach”. Another SME owner expressed her appreciation for ITPO Beijing’s technical advice to reduce the weight of their atmospheric water generators from 30 kg to 18 kg so

that they could be used in more situations. Past work experience of the project personnel in investment promotion and corporate investment may explain their capacity to facilitate connections and make judgments on the quality of business partners and candidate investment projects.

Considering the length of the report, the rest of the factors are explained only briefly. “Emphasis on sustainability” refers to the project’s promotion of environmental sustainability, including ESG, which partners found particularly relevant when expanding to the international market. “Publicity opportunities” are events under Output 4 that the project brought to the partners to promote their products, opinions, and public image. “Neutral and multistakeholder platform” refers to the space created in the project which allows industry, academia, and policymakers to interact and exchange ideas to improve mutual understanding and reduce mistrust. “Credibility as a UN initiative” is related to the fact that the project is part of the UNIDO ITP Network which is a trustworthy brand itself. “Diversity of activities” refers to the amount and variety of initiatives developed by the project, e.g. forums, exhibitions, seminars, delegate programme, and match-making events. “Innovativeness” refers to the new approach and format the project developed and demonstrated to make investment and technology transfer more effective, such as speed dating and the TED talk mentioned in 3.4.2.

Finding 4: There is strong evidence to demonstrate that the project has made substantial achievements at both the output and outcome level. Advisory services, capacity building, and high-level events delivered by ITPO Beijing have contributed to trade deals, landing of several investment projects, and the improvement of investment promotion practices and business operation skills. The success is owing to international perspective brought to partners by a professional and committed team and their ability to mobilise quality resources.

3.5 Efficiency

Overall spending of the project totaled US\$4,391,326 by the end of 2024, accounting for 84% of the total released budget, as shown in the chart below. The actual expenditure is expected to be higher, as the data was provided by ITPO Beijing in early January 2025. The spending as compared to the released budget for the first three years was relatively low, given the challenge to organise face-to-face events during the COVID pandemic. The lowest was recorded in 2022 when travel restrictions were most stringent. Many activities were carried out online at that time, which reduced travel costs but with a trade-off of benefits that only in-person meetings could produce. After the lift-off of travel restrictions at the end of 2022, the project’s activities accelerated in 2023 and 2024 as evidenced by the increasing expenditure.

Chart 10. Project expenditure and released budget¹⁷

Year	Released budget	Expenditure	Expenditure/Released Budget
2020	519,851.85	271,279.48	0.52
2021	809,297.99	401,317.60	0.50
2022	1,905,369.29	613,680.25	0.32

¹⁷ Released budget is new release for the current year plus the unspent budget for the previous year. Expenditure is the spending for the current year.

2023	1,783,809.06	1,279,912.66	0.72
2024	2,631,138.49	1,825,136.15	0.69

Source: ITPO Beijing

As explained in 3.4.1, funding partners released funds based on the assessment of progress made in the previous year. In other words, the timely release of funds demonstrates that the funding partners were satisfied with the work delivered by the project. In addition, all project office space has been provided by local funding partners for free. Continual support beyond 2024 promised by all funding partners can be construed as a vote of confidence in the project's value for money. Recognising the performance of Western RCC, the donor based in Chengdu even considered additional allocation for the RCC to carry out more activities in 2025.

According to the current arrangement, most contribution by RCCs was pooled to support the overall spending of the project. Such an arrangement made it challenging to track the use of funds contributed by each donor. Local funding partners were reported to have expressed their wish that each contribution could be tracked respectively. The evaluation team learned that UNIDO would make adjustments for the next phase of the project to separate the budget contributed by each donor for more transparency.

It was reported that a biannual rise in salaries couldn't catch up with inflation and personnel were not provided with promotion opportunities. This could impose risks for the project to retain competent personnel. However, if the salary costs increase, there would be less budget for activities. Thus, it requires careful assessment on how to balance the two.

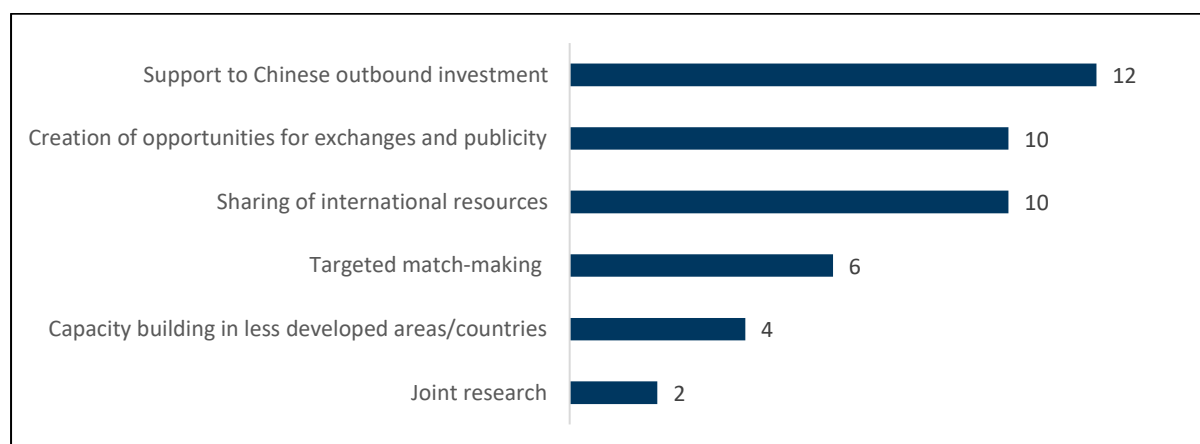
Finding 5: The project's overall spending is expected to exceed 84% of the budget, as noticeable catch-up was observed after COVID-related travel restrictions were lifted. Partners provided funding timely and have promised continual support, demonstrating that the project is value for money. There are expectations for clearer tracking of fund use and more competitive remuneration and staff promotion opportunities.

3.6 Sustainability

The project has been working to create an ecosystem through various events, where stakeholders from various sectors can link with each other, sharing information and identifying partners. Once the connection is made among targeted stakeholders, it may lead to investment and trade deals. Once the partners and beneficiaries recognise and adopt new skills and approaches, they are likely to put them into practice. Some changes contributed by the projects are already evident at the time of the evaluation and more are expected to emerge in the future (see section 3.4.2).

An interviewee considered the investment in the Accelerator, which was made in 2023 for five years, as a vote of confidence in the potential benefits that the project can bring. Funding partners have promised to continue the funding for another five years. The majority of stakeholders expected the project to keep or increase the momentum in the next phase. They suggest what the next phase should prioritise as shown in the chart below:

Chart 11. Suggested priorities for the next phase



Source: Interview notes

Top on the list is the expectation that ITPO Beijing can provide more advisory services, including risk mitigation, international rules, and trends, to Chinese companies planning to invest or having invested overseas. It is also related to the “sharing of international resources”, which suggests the project helps link with international investors, trade partners, and think tanks. This demonstrates that stakeholders considered access to the international network as a proven strength of ITPO Beijing. Such a message seems to have been received by the project personnel who in turn hoped to get more support from UNIDO headquarters, ITP Network, and regional/country offices.

Interviewees also suggested that the project provide more opportunities for multi-stakeholder exchanges in and outside China. Such opportunities are expected to help reduce misunderstandings caused by geopolitics and raise the profile of cities and companies, especially SMEs. The diversity of such opportunities and the neutrality of information provided to stakeholders was emphasised by the interviewees.

Interviewees from the business sectors in particular hoped to participate in more targeted match-making activities, while partners in the policy-making area suggested doing joint study with ITPO Beijing or with international experts recommended by the project. In addition, four stakeholders suggested more capacity-building activities in less developed areas in China and abroad.

On risks, it was learned during the evaluation that there could be a gap in operation between the current phase and the next phase if the new ProDoc was not approved in time. This could affect the extension of personnel contracts and eventually lead to personnel turnover. Some stakeholders voiced concerns related to risks to funding sustainability and potential reputational risks in the operation of multiple offices.

Finding 6: The project results are likely to sustain as connections and capacity building facilitated by the project may lead to more effects in the future. Partners expect that the project will provide more support to China’s outbound investment, create more opportunities for exchanges, and bring more capacity building to less developed areas and countries. The project may need to manage potential risks related to the timing of project extension, funding sustainability, and operation of offices at multiple sites.

3.7 Progress to Impact

The project worked closely with local governments and private sector partners, advancing both economic and environmental objectives. Through activities related to the Global Call and recommendations on technologies, the project has promoted innovation and green transformation, especially in less developed areas in China and other developing countries. This has resulted in not only job creation and labour savings but also carbon emission reduction in those areas. It targeted women and youth in e-business training to address the digital divide and practice the principle of “leaving no one behind”. The achievements correspond to UNIDO’s goal on ISID as well as SDG 8 (economic growth) and SDG 9 (industry, innovation, and infrastructure). See detailed examples in 3.8, 3.9, and 3.10.

The project also contributes to the achievement of SDG 17 (partnership). Many corporate partners recognised that collaboration with ITPO Beijing on ESG could facilitate their expansion to overseas markets, so were motivated to learn and share best practices at platforms established by the project, such as the 4IR Alliance. Such platforms engaged multiple stakeholders from various sectors across the world to share thoughts and explore collaboration on trade and investment. Against the backdrop of the deglobalisation movement¹⁸, geopolitical tensions, and weak economic performance¹⁹, such neutral and public platforms were appreciated by several interviewees based in China, Europe, and Africa. After a visit to China with a Belgian delegation of enterprises organised by ITPO Beijing, Professor Rudy Aernoudt from Ghent University said in an article: “... the only way to compete in the long term is by increasing the productivity and one of the main drivers is innovation. And innovation is about combining forces, not creating silos.”

Finding 7: The project has made good progress toward UNIDO’s goal on inclusive and sustainable industrial development, by working with global partners to create jobs and provide environmental solutions, especially in China and other developing countries. It created neutral platforms to encourage dialogues and collaboration across countries and sectors.

3.8 Gender Mainstreaming

To align with UNIDO’s global gender strategy, the project has promoted gender equality and women empowerment from various aspects. On project design, the log frame includes sex-disaggregated indicators both at the outcome and output levels. The gender element was factored into the design of specific activities, such as the evaluation criteria of the Global Call. Progress on gender-related achievements was reported in the annual reports and UNIDO’s Integrated Results and Performance Framework (IRPF). On personnel composition, 16 out of 22 staff members are female and the Western RCC and the Accelerator are led by women. All personnel completed UN Women’s “I Know Gender” e-learning course.

The project organised training courses targeting women, with 590 female participants having learned business start-up and operation skills between 2020 and 2024. The project was piloted to empower women to use the 4IR technology in their occupational development to close the digital divide. For example, in a targeted training course

¹⁸ <https://www.weforum.org/stories/2023/01/deglobalisation-what-you-need-to-know-wef23/>

¹⁹ [2024 Trade and Development Report](#), by UN Conference on Trade and Development

delivered in Chengdu, the project engaged well-known internet companies to demonstrate how to seek new business opportunities in an age of digital transformation. According to a survey delivered after the training, 90% of participants reported that the training would significantly impact their lives and work²⁰.

The project has supported female entrepreneurs through the Global Calls and associated promotional activities. Two of them mentioned in the interviews that ITPO Beijing helped them connect to reliable international partners through award-winning events and organised visits to Africa. Their products are showcased at the Accelerator which has been visited by potential national and international investors.

Technologies identified and promoted by the project are bringing benefits to women in Africa. For example, the solar lamp factory set up by Solar Run, a winner of two Global Calls, is offering employment opportunities to 30 local people in Ethiopia, including 13 female workers. As a result of a carbon credit investment project, 20,000 households in Kenya are using energy-efficient stoves, which can save labour for firewood collection, usually done by women and children.

Finding 8: The project has mainstreamed gender equality in the project cycle and staff composition (composition of personnel, see above comment?). Female entrepreneurship was encouraged through training and promotional activities. Technological innovations identified and promoted by the project are benefiting women in Africa.

3.9 Environmental Impacts

The ITPO Beijing project was classified as a Category C project which was likely to have minimal or no adverse social and environmental impacts. The majority of its activities focused on promoting sustainable technologies and responsible investment, which could lead to energy efficiency and carbon emission reduction.

The 2023 Global Call is a good example to illustrate the project's efforts to promote environmental sustainability. The three categories designed by the Global Call, i.e. green hydrogen, energy efficiency, and clean energy solutions, were all environmentally related. The project offered a variety of opportunities for the winners to promote their technologies to potential customers and investors at prestigious international events, including trade fairs in China and conferences of UNEP and the UN Convention to Combat Desertification. The winners could meet potential partners during delegation trips organised by the project. In addition, these technologies are displayed at the Accelerator.

Some technologies selected by the project in the Global Call have produced environmental benefits on the ground. A project on energy-efficient palm oil processing developed by a non-governmental organisation, Plan for Change Ghana, has adapted stoves for palm oil processing so that they consume less biomass and reduce workers' exposure to open flames and hazardous smoke. At the same time, they can also double productivity. The project won the Best Innovation Award under the energy efficiency category. The technology of biomass briquettes, winner of the same award under the clean energy innovation category, converts agricultural waste into practical briquettes as a green alternative to traditional fossil fuels. These briquettes not only reduce greenhouse gas

²⁰ <https://mp.weixin.qq.com/s/i9Edvkltn-k87MU6k3Ke1w>

emissions but also improve waste management practices. The technology developer, Kenya-based Eco Charge Ltd., has a well-defined roadmap for expanding production into new regions such as the Democratic Republic of Congo, Rwanda, Burundi, and Zambia²¹.

Through ITPO Beijing's facilitation, a Chinese carbon credit investor has funded the rural water supply in Senegal. The investment leads to a reduction of carbon emissions by 190,000 tons annually while improving the health of local communities and saving each household time and effort to get water by 1-2 hours per day. The company's investment in energy-efficient stoves in Kenya reduces carbon emission by up to 60,000 tons annually.

ITPO Beijing has promoted ESG principles in its engagement with the private sector. It helped companies such as Lenovo Group, Alibaba Cloud Computing, Tongwei Group, and Shenzhen Solar Run Energy to identify main sources of carbon emissions and formulate carbon reduction and ESG goals. To practise as it preaches, ITPO Beijing offset the carbon footprint of the Global Call 2023 by purchased carbon credits from a clean water project in Bangladesh.

Finding 9: The project has prioritised green transformation especially through the 2023 Global Call, identifying and promoting a number of proven innovations which contribute to energy efficiency, carbon emission reduction, and sustainable waste management. ESG principles are promoted among the private sector partners.

3.10 Social Impact

Social impact of the project is reflected in its efforts to support SMEs and develop skills of youth and women, which in turn resulted in job creation (see 3.8) and improvement of well-being of communities in less developed areas.

Social impact was factored into the assessment of the Global Call 2023. ITPO Beijing provided shortlisted teams with opportunities to interact with peers, experts, and corporate executives to learn trends of the energy sector and exchange ideas on business development. Roadshows for winners at trade fairs and display of innovative technologies at the Accelerator supported SMEs to be seen and heard by domestic and international stakeholders with little costs.

The project partnered with incubators, thinktanks, and the private sector to organise events targeting youth, aiming to cultivate their innovation capacity and entrepreneurial spirit. A total of 742 participated in the events. Young people were the main audience of capacity building related to rural revitalisation. One notable example is the training in Lingshou County in 2021, which was organised by the ITPO Beijing in collaboration with Tencent Group and National Reform and Development Commission. The training focused on using digital tools such as WeChat video accounts and live streaming to promote occupational skills. Over 80% of the 500 participants were under 40 years old and some were reported to have launched WeChat mini-stores or video accounts after the training²².

The investment facilitated by the project have also produced social impact. The carbon credit investment in Kenya involved purchase of 20,000 energy-efficient stoves in Kenya,

²¹ UNIDO Global Call 2023 Research Report

²² <https://mp.weixin.qq.com/s/rnIQ-NXTbHHCKc8-Yczrwwg>

which not only mitigated carbon emission, but also saved labour in firewood collection and reduced domestic exposure to smoke. As all stoves were procured locally, it contributed to income generation and employment. In addition to job creation, the factory in Ethiopia mentioned in section 3.8 produces low-cost solar lamps for students in remote areas. By replacing harmful oil lamps, the lamps help improve learning conditions and reduce health risks. The Ghanaian palm oil project has built sheltered childcare facility at processing sites to support women workers with children of preschool age. Investment by three high-tech

Finding 10: The project supported SMEs and developed skills of youth and women, which in turn resulted in job creation and improvement of well-being of communities in less developed areas.

companies mentioned in section 3.4.2 has created over 50 jobs in western China.

3.11 Performance of Partners

CICETE, as the unique national counterpart, was instrumental in restarting the project. As a member of the Steering Committee, it has engaged in regular communication with both UNIDO headquarters and the project team, including annual visits to understand local needs. CICETE also plays a key role in fundraising, liaising with local funding partners, and supervising financial contributions. It has mobilised funding from the Industrial Development Fund of China and five municipal governments to establish and operate four RCCs and the Accelerator. And it is committed to support the next phase of the project (2025-2029).

The cities of Jinan, Xiamen, Chengdu, Zhengzhou, and Hangzhou have fulfilled their funding commitments consistently and provided free office space for RCCs and the 4IR Accelerator. Each of the cities hosting RCCs contributes CNY 2,000,000 annually and Hangzhou hosting the Accelerator provides CNY 3,500,000. To ensure value for money, they assessed performance of RCCs and Accelerator based on the criteria set out in the funding agreements. Local funding partners interviewed by the evaluation team voiced their satisfaction towards the performance of the project. One of the government partners emphasised that the role of the ITPO Beijing “should only be strengthened, not weakened”. One government partner suggested that the project should consider leveraging matching funds.

ITPO Beijing has fostered visible collaboration with various UN bodies, including the UNEP, UN Resident Coordinator, World Trade Organisation, International Trade Centre, UN Conference on Trade and Development, and UNESCO. As mentioned in section 3.3, UNEP collaborated with the project to organise a business delegation to UN Environment Assembly. UN officials were invited to speak at events such as the China-EU Investment and Trade Promotion Council. ITPO Beijing also facilitated participation by UN officials in activities such as the China International Import Expo and the International Cooperation Seminar on Innovation and Industrial Development in the Automotive Industry.

As mentioned in 3.3, the project has interacted with the ITP Network closely, through the facilitation of UNIDO HQ. A notable example is with ITPO Nigeria. Under ITPO Beijing's support, a Nigerian government and business delegation visited Chongqing and Hangzhou in 2023. In 2024, a business delegation from China attended a matchmaking event in Lagos, Nigeria. ITPO Nigeria also organized awareness-raising events in Africa for the Global Call 2023, attracting over 100 applications to the competition. Members of the ITP Network have

differentiated mandate, structure, and staffing, partly depending on funding resources. Some interviewees suggested that each of them should be managed in a way corresponding to their uniqueness.

While ITPO Beijing had some interactions with other UNIDO country offices, e.g. Cambodia, the project team expressed hope for further opportunities to collaborate with UNIDO headquarters and other parts of UNIDO in order to meet partners' need for international connections. The team also hoped that involvement in visits of senior UNIDO officials and more regular updates from headquarters would help strengthen coordination and visibility in future initiatives.

Coordination and communication are weak between ITPO Beijing and the UNIDO Regional Office in Beijing. There is confusion about the roles and functions of ITPO Beijing and the Regional Office, partly due to historical reasons that ITPO Beijing was established before UNIDO Regional Office and bestowed with diplomatic status. The level of representation from ITPO Beijing to events organised by the Regional Office was considered as inadequate.

Finding 11: The project has received strong support from funding partners and fostered valuable partnership with other UN agencies and ITPOs, as facilitated by UNIDO HQ. To further meet the need of partners, continued support from UNIDO HQ and better coordination with the regional office is necessary

3.12 Results-based Management

As mentioned in section 3.4.3, ITPO Beijing is implemented by an effective and professional team. Head of ITPO Beijing and the project expert were highly regarded by partners, for their practical workstyle and extensive networks in the Chinese system at home and abroad. Personnel at local offices in Chengdu and Hangzhou were also well-recognised by local partners for their performance and outputs during the interviews. However, as mentioned in section 3.5, lack of personnel promotion opportunities were reported during the interviews, which could pose risks to staff retention.

The project adopted adaptive management to overcome challenges posed by the COVID-19 pandemic. ITPO Beijing, with the support of partners, managed to restructure and maintain momentum in its operations. In response to a call from the UN system, the project supported training targeting Sri Lanka SMEs. An initiative recommended by the project won an award in the health emergency category at the UNIDO Global Call 2020. ITPO Beijing and its partners launched the UNIDO 4IR Alliance, hosting two global forums at the third China International Import Expo. A total of 24 events were organised, attracting about 23,000 offline participants and over 2 million online participants²³.

Similar to other UNIDO interventions, the project is managed centrally in Vienna. As reflected in the country evaluation, “complex administrative procedures, inadequate delegation of authority, insufficient visibility, and financial and resource constraints are related weaknesses that are associated with this operating model”. Slow recruitment processes were reported to hinder the retention of staff candidates.

²³ ITPO Beijing Biennial Report 2020-2021 and Annual Reports 2022, 2023

Finding 12: The project has been implemented by a strong team well-recognised by partners. The team demonstrated adaptive management during the COVID period by organising online and offline events. The project faced challenges related to complex administrative procedures and inadequate delegation authority.

3.13 Monitoring & Reporting

As mentioned in Section 2, the project reports to a steering committee comprised of representatives from UNIDO HQ and CICETE, with Head of ITPO Beijing acting as the Secretariat. From 2020 to 2024, the Steering Committee held a total of five meetings, primarily focused on establishing ITPO Beijing and the 4IR Accelerator, and promoting cooperation and coordination. Major decisions around the project, including work plans and next phase, seemed to have the blessing of the Steering Committee, but the mechanism has not been institutionalised, e.g. with a formal agenda and documentation.

The project used a number of tools to monitor the progress. The project produced annual or biennial reports to reflect major activities completed, but the reports were not aligned with the logframe, with inadequate reflection of outcome-level results. Reports from the RCCs and Accelerator corresponded to the performance indicators set out in the agreements with local funding partners and were submitted annually to the funding partners for assessment.

The project also submitted IRPF data to headquarters from time to time. Effects of some activities were monitored and reported such as the training in Lingshou and Chengdu. The project also produced an impressive research report summarising the process and experience of the Global Call 2023, and shared with ITPO Korea, the organiser of the next Call.

However, these tools were not integrated to generate an overall picture of the project progress and achievements. Monitoring of activities seems to be sporadic without a clear guidance on which, of miscellaneous activities carried out by ITPO Beijing, should be prioritised for tracking and monitored. Hence, the project might lose the opportunities to demonstrate its effectiveness and learn lessons.

There was no mid-term evaluation or self-evaluation conducted in this project cycle. The last independent evaluation of ITPO Beijing took place in early 2009. Discussions on the next phase of ITPO Beijing (2025-2029) were nearly completed when this final evaluation was commissioned.

Finding 13: Project monitoring through the Steering Committee took place, but was not adequately documented and institutionalised. Local funding partners regularly assessed performance of regional offices. The project seemed to be short of systematic monitoring. Reporting was focused on output-level results with inadequate tracking and documentation of outcome-level results.

3.14 Project rating

Based on the findings above, the overall project is assessed as being Satisfactory. Rating for each element is listed in the table below:

Chart 12. Project rating

#	Evaluation criteria	Rating
A	Progress to Impact	S
B	Project design	S
1	• Overall design	S
2	• Project results framework/logframe	MS
C	Project performance and progress towards results	S
1	• Relevance	HS
2	• Coherence	S
3	• Effectiveness	S
4	• Efficiency	S
5	• Sustainability of benefits	S
D	Gender mainstreaming	HS
E	Project implementation management	S
1	• Results-based management (RBM)	S
2	• Monitoring and Evaluation, Reporting	S
F	Performance of partners	
1	• UNIDO	S
2	• National counterparts	HS
3	• Implementing partner (if applicable)	HS
4	• Donor	HS
G	Environmental and Social Safeguards (ESS)²⁴, Disability and Human Rights	HS
1	• Environmental Safeguards	HS
2	• Social Safeguards, Disability, and Human Rights	HS
H	Overall Assessment	S

²⁴ Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](#);

4. Conclusions and Recommendations

4.1 Conclusions

Based on the findings above, the evaluation team draws the following conclusions:

1. The ITPO Beijing project is an initiative with innovative setup of five local offices corresponding to diversity of development in China. The arrangement allows it to respond to national and local needs and conducive to flow of resources among different regions in China and outbound investment to other parts of the world.
2. The project is highly relevant to national strategies in China, including Belt and Road Initiative, Dual Carbon Goals, and High-Quality Development. It is closely aligned with UNIDO strategies to advance ISID through green and digital transformation and UN Cooperation Framework for China. The project has created neutral platforms to encourage dialogues and collaboration across countries and sectors, which is especially valuable on the backdrop of geopolitical tensions and deglobalisation movement.
3. The project has made good progress toward UNIDO's goal on inclusive and sustainable industrial development, by working with global partners to create jobs and provide environmental solutions, especially in China and other developing countries. The project has made substantial achievements at both the output and outcome level. Advisory services, capacity building, and high-level events delivered by ITPO Beijing have contributed to trade deals, landing of several investment projects, and the improvement of investment promotion practices and business operation skills.
4. The project results are likely to sustain as connections and capacity building facilitated by the project may lead to more effects in the future. Partners expect the project to provide more support to China's outbound investment, create more opportunities for exchanges, bring more capacity building to less developed areas. The project may need to manage potential risks related to the timing of project extension, fund sustainability, and the operation of offices at multiple sites.
5. The project has produced visible social and environmental impacts. Gender equality has been mainstreamed throughout the project cycle and staff composition. Green transformation has been prioritised and ESG principles promoted among the private sector partners. SMEs, women, and youth have been supported through capacity building. Technologies identified and promoted by the project, together with trade and investment deals it facilitated, have resulted in job creation, carbon emission reduction, and improvement of well-being in less developed regions and countries.
6. The success is owing to international perspective brought to partners by a well-recognised professional team and their ability to mobilise quality resources. The team demonstrated adaptive management during the COVID period by organising online and offline events. The project faced challenges related to long recruitment process and lack of staff promotion opportunities.
7. National and local funding partners have provided consistent support to the project. Partnership with other ITPOs and UN agencies has been strong, but there are

challenges in coordination and communication between the project and the Regional Office in China. More support from UNIDO headquarters and other country and regional offices is needed so that the project can provide better service to its partners and beneficiaries.

8. Various tools have been used in project monitoring including the annual assessment by local funding partners, but they are not integrated and outcome-level results not adequately tracked and recorded. Reporting on some activities was impressive, e.g. the research report on the Global Call.

4.2 Recommendations and Management Response

The evaluation team makes the following recommendations to help the project improve and maximise the impact of the project for the next phase:

Recommendation 1: UNIDO management should enhance integration of ITPO Beijing Project activities within the UNIDO system, through

- better coordination and more regular communication with the UNIDO Regional Office in Beijing
- more access to information on the needs in other developing countries from regional and country offices
- more support from high-level officials during their visits to China
- accelerating procurement and administrative processes for requisitioning services and personnel by delegating authority to the country office

Recommendation 2: UNIDO management should strengthen the project monitoring system for the ITPO Beijing Project, including

- institutionalising the operation of the Steering Committee
- developing an integrated monitoring system, paying attention to the tracking and reporting of higher-level (i.e. outcomes and impact) results and providing clear guidance on which activities should be prioritised in monitoring
- improving the logical framework for the next phase, with a set of clear result statements and targets integrating local ones
- adjusting the reporting system to comply with funding partners' requirements on fund use tracking
- reviewing and managing project risks, especially related to diverse project operations

Recommendation 3: UNIDO management should further improve ITPO Beijing project effectiveness in its next phase by

- providing more advice on international trends and best practices and more targeted match-making opportunities with the aim to support China's outbound investment
- providing more capacity building in less developed areas in China and other developing countries
- expanding the influence of regional offices to areas outside their bases

#	Recommendation	Management Actions	Responsible Person	Target Date
1.	<p>UNIDO management should enhance integration of ITPO Beijing Project activities within the UNIDO system, through</p> <ul style="list-style-type: none"> • better coordination and more regular communication with the UNIDO Regional Office in Beijing • more access to information on the needs in other developing countries from regional and country offices • more support from high-level officials during their visits to China • accelerating procurement and administrative processes for requisitioning services and personnel by delegating authority to the country office 	<ul style="list-style-type: none"> • Develop a quarterly newsletter or briefing note to exchange information, updates and mutually extend invitations to relevant events, thereby enhancing coordination between ITPO Beijing and the Regional Office. • Enable ITPO to contact the Regional Office whenever needed. • Ensure the ITP Division actively shares information and coordinates with the offices of high-level officials, scheduling visits to China as schedules permit. 	Head of ITPO Beijing, UNIDO Representative in China	Q4 2025
2.	<p>UNIDO management should strengthen the project monitoring system for the ITPO Beijing Project, including</p> <ul style="list-style-type: none"> • institutionalising the operation of the Steering Committee • developing an integrated monitoring system, paying attention to the tracking and reporting of higher-level (i.e. outcomes and impact) results and providing clear guidance on which activities should be prioritised in monitoring • improving the logical framework for the next phase, with a set of clear result statements and targets integrating local ones. • adjusting the reporting system to comply with funding partners' requirements on fund use tracking 	<ul style="list-style-type: none"> • The Steering Committee will convene annually at the end of each year. • In the ProDoc for the new project cycle of ITPO Beijing, improvements to areas such as monitoring system, logical framework, and risk management, with help of IRPF, have been already made. • Increase the reporting frequency from ITPO Beijing to HQ, e.g., biannually. 	ITPO Beijing project team	Reflected in the new ProDoc (ID 240212)

	<ul style="list-style-type: none"> reviewing and managing project risks, especially related to diverse project operations 			
3.	<p>UNIDO management should further improve ITPO Beijing project effectiveness in its next phase by</p> <ul style="list-style-type: none"> providing more advice on international trends and best practices and more targeted match-making opportunities with the aim to support China's outbound investment providing more capacity building in less developed areas in China and other developing countries expanding the influence of regional offices to areas outside their bases 	<ul style="list-style-type: none"> Organize biannual ITPO Heads Meetings and monthly meetings with DDG to exchange information and best practices. Use UNIDO Solutions Platform as good access for ITPO Beijing to get familiar with the best practices. Co-organize UNIDO events with the Regional Office. 	ITPO Beijing project team, ITP Division at HQ	Q4 2025
4.	<p>Further improve project effectiveness by</p> <ul style="list-style-type: none"> providing more advice on international trends and best practices and more targeted match-making opportunities with the aim to support China's outbound investment providing more capacity building in less developed areas in China and other developing countries expanding the influence of regional offices to areas outside their bases 	<ul style="list-style-type: none"> ITP HQ continues to provide support in enhancing synergy and collaboration within the ITP Network, as well as with other relevant divisions and departments at HQ. 	ITPO Beijing project team	Q4 2025

5. Lessons Learned

ITPOs are unique in different ways. They are the natural broker linking international development with the business world. Their close engagement with the private sector allows them to leverage resources, which are often untapped by international development agencies, to build capacity of communities in less developed areas, while supporting

companies to meet their ESG commitments. Their role is similar to investment promotion agencies in the public sector. While their national peers are equipped with policy instruments to attract investment, ITPOs can offer international perspective and network. The ITPO Beijing was described as a “virtual incubator” by an economist interviewed by the evaluation team. While physical incubators provide shared office space and local business know-how, ITPOs bring along screened investment opportunities from around the world and knowledge on how to do business in a foreign country. Such complementarity gives ITPOs a market niche highly valued by national and local partners as learned during the evaluation.

The UNIDO ITPO brand is invaluable as it implies neutrality and credibility. This was a repetitive message that the evaluation team learned from various stakeholders. Given that the world is witnessing geopolitical tensions and global supply chain shift, ITPOs can play a critical role to help improve mutual understanding by facilitating multi-stakeholder dialogues and collaboration between actors in different parts of the world. As one stakeholder mentioned, “Everything is possible as long as people come and meet with us.” While ITPOs are mandated to support economic development in less developed countries and regions, their activities can bring universal benefits to both the Global North and Global South as the evaluation has revealed.

Hence, ITPOs’ comparative advantages and special benefits that they are likely to produce should be taken into account when designing and evaluating such projects.

6. Annexes

Annex 1: Evaluation Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

UNIDO Investment and Technology Promotion Office (ITPO) Beijing

UNIDO ID: 190212

10/2024

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet²⁵

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

(Source: Project document, UNIDO ERP system)

²⁵ Data to be validated by the Consultant

2. Project context

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

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

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

3. Project objective and expected outcomes

3.1 Objective

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

increased investment projects and transfer of sustainable technology from China through private sector cooperation.

3.2 Summary of components:

- 1) **Component 1: Establishment of a well-functioning ITPO Beijing**
Focuses on the successful establishment of ITPO Beijing, which serves as a hub for promoting investment and technology transfer between China and partner countries.
- 2) **Component 2: Provision of advisory services**
Providing advisory services on investment promotion and technology transfer opportunities, utilizing case studies and best practices to guide stakeholders in various sectors.
- 3) **Component 3: Capacity building and training**
The project will organize targeted training sessions and capacity-building activities to enhance skills in investment promotion and technology transfer, aimed at developing bankable projects.

3.3 Outputs and activities

Expected Outcomes:

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

The main outputs expected from this project are:

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

4. Project implementation arrangements

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

Key Stakeholders and Their Roles:

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

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

2) UNIDO

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

3) Ministry of Commerce (MOFCOM) of China

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

4) Local Governments

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

5) Private Sector and Research Institutions

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

Project Management Structure

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

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

5. Budget information

Table 1: UNIDO budget allocation at approval and expenditure

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

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

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

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

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

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

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

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

Result no./ Budget line	Result/ Items by budget line	Allocation (at approval) in (CNY)							Total expenditure (at completion)	
		2020	2021	2022	2023	2024	Total			
							(CNY)	%	(CNY)	%
Grant 2000004283										
	Output 1. Inception Phase: A well-functioning Investment and Technology Promotion Office (ITPO) in Beijing, China, is established. (190212-1-01-01)	620,000	-	-	-	-	620,000	100.00%	321,965	100.00%
1500	Local travel	200,000	-	-	-	-	200,000	32.26%	181,145	56.26%
1700	Nat. Consult./Staff	300,000	-	-	-	-	300,000	48.39%	132,734	41.23%
4500	Equipment	60,000	-	-	-	-			-	0.00%
5100	Other Direct Costs	60,000	-	-	-	-	60,000	9.68%	8,086	2.51%
	Output 2. Advisory services on promotion of investment and technology transfer opportunities, including through the use of case studies are provided. (190212-1-01-02)	570,000	570,000	570,000	570,000	570,000	2,850,000	100.00%	1,161,392	100.00%
1500	Local Travel	100,000	100,000	100,000	100,000	100,000	500,000	17.54%	281,474	24.24%
1700	Nat.Consult./Staff	250,000	250,000	250,000	250,000	250,000	1,250,000	43.86%	507,914	43.73%
3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	26.32%	180,197	15.52%
5100	Other Direct Costs	70,000	70,000	70,000	70,000	70,000	350,000	12.28%	191,808	16.52%

Output 3. Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed. (190212-1-01-03)		650,000	650,000	650,000	650,000	650,000	3,250,000	100.00%	2,460,809	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	23.08%	926,090	37.63%
1700	Nat.Consult./Staff	250,000	250,000	250,000	250,000	250,000	1,250,000	38.46%	575,527	23.39%
3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	23.08%	713,499	28.99%
5100	Other Direct Costs	100,000	100,000	100,000	100,000	100,000	500,000	15.38%	245,692	9.98%
Output 4. High-level dialogues and events on investment promotion and technology transfer organized. (190212-1-01-04)		420,000	420,000	420,000	420,000	425,000	2,105,000	100.00%	1,313,452	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	35.63%	522,964	39.82%
3000	Train/Fellowship/Study	150,000	150,000	150,000	150,000	150,000	750,000	35.63%	257,984	19.64%
4500	Equipment	40,000	40,000	40,000	40,000	45,000	205,000	9.74%	152,378	11.60%
5100	Other Direct Costs	80,000	80,000	80,000	80,000	80,000	400,000	19.00%	380,126	28.94%
Output 5. Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted. (190212-1-01-05)		197,412	197,412	197,412	197,412	197,412	987,060	100.00%	434,035	100.00%
1500	Local Travel	100,000	100,000	100,000	100,000	100,000	500,000	50.66%	247,574	57.04%
1600	Staff Travel	50,000	50,000	50,000	50,000	50,000	250,000	25.33%	1,298	0.30%
5100	Other Direct Costs	47,412	47,412	47,412	47,412	47,412	237,060	24.02%	185,163	42.66%

Output 6. Network of Regional Coordination Centers (RCCs) operational. (190212-1-01-06)		1,670,000	1,670,000	1,670,000	1,670,000	1,670,000	8,350,000	100.00%	8,283,231	100.00%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	8.98%	908,176	10.96%
1700	Nat.Consult./Staff	770,000	770,000	770,000	770,000	770,000	3,850,000	46.11%	3,553,016	42.89%
3500	International Meetings	250,000	250,000	250,000	250,000	250,000	1,250,000	14.97%	1,256,438	15.17%
4500	Equipment	100,000	100,000	100,000	100,000	100,000	500,000	5.99%	454,454	5.49%
5100	Other Direct Costs	400,000	400,000	400,000	400,000	400,000	2,000,000	23.95%	2,111,146	25.49%
Output 8. Project Management and Monitoring (190212-1-51-01)		2,730,224	2,730,224	2,730,224	2,730,224	2,730,224	13,651,120	100.00%	11,217,377	100.00%
1100	Staff & Intern Consultants	1,980,224	1,980,224	1,980,224	1,980,224	1,980,224	9,901,120	72.53%	8,036,961	71.65%
1500	Local Travel	150,000	150,000	150,000	150,000	150,000	750,000	5.49%	407,914	3.64%
1600	Staff Travel	80,000	80,000	80,000	80,000	80,000	400,000	2.93%	50,781	0.45%
1700	Nat.Consult./Staff	280,000	280,000	280,000	280,000	280,000	1,400,000	10.26%	1,444,653	12.88%
2100	Contractual Services	50,000	50,000	50,000	50,000	50,000	250,000	1.83%	59,684	0.53%
4500	Equipment	40,000	40,000	40,000	40,000	40,000	200,000	1.47%	176,489	1.57%
5100	Other Direct Costs	150,000	150,000	150,000	150,000	150,000	750,000	5.49%	1,040,895	9.28%
Grant 2000004674										
Output 7. Non-core activities of the network of Regional Coordination Centers (RCCs) conducted. (190212-1-01-07)		-	-	-	-	3,363,636	3,363,636	100.00%	676,306	100.00%
1500	Local Travel	-	-	-	-	450,000	450,000	13.38%	137,936	20.40%
1600	Staff Travel	-	-	-	-	75,000	75,000	2.23%	-	0.00%
1700	Nat.Consult./Staff	-	-	-	-	1,683,000	1,683,000	50.04%	184,696	27.31%

3500	International Meetings	-	-	-	-	525,000	525,000	15.61%	173,004	25.58%
4500	Equipment	-	-	-	-	210,000	210,000	6.24%	25,934	3.83%
5100	Other Direct Costs	-	-	-	-	420,636	420,636	12.51%	154,735	22.88%
Grant 2000005244										
Output 10. Inception Phase of UNIDO Fourth Industrial Revolution Accelerator (Hangzhou) (190212-1-01-08)		-	-	-	-	3,086,364	3,086,364	100.00%	1,965,649	100.00%
1100	Staff & Intern Consultants	-	-	-	-	708,061	708,061	22.94%	-	0.00%
1101	Technical Services	-	-	-	-	41,939	41,939	1.36%	-	0.00%
1500	Local Travel	-	-	-	-	490,000	490,000	15.88%	308,250	15.68%
1600	Staff Travel	-	-	-	-	100,000	100,000	3.24%	-	0.00%
1700	Nat.Consult./Staff	-	-	-	-	160,000	160,000	5.18%	176,771	8.99%
1701	Tech/Admin Support	-	-	-	-	40,000	40,000	1.30%	-	0.00%
3000	Train/Fellowship/Study	-	-	-	-	100,000	100,000	3.24%	57,139	2.91%
3500	International Meetings	-	-	-	-	200,000	200,000	6.48%	169,837	8.64%
4300	Premises	-	-	-	-	50,000	50,000	1.62%	46,014	2.34%
4500	Equipment	-	-	-	-	800,000	800,000	25.92%	700,464	35.64%
5100	Other Direct Costs	-	-	-	-	396,364	396,364	12.84%	507,173	25.80%
Grant 2000004282										
Output 5. Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted. (190212-1-01-05)		29,440	29,440	29,440	29,440	29,440	147,200		277,744	100.00%
1100	Staff & Intern Consultants	19,440	19,440	19,440	19,440	19,440	97,200		-	0.00%

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

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

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

Budget line	Items by budget line	Total expenditure		Total released budget	
		(as of 2024.9.25)		(as of 2024.9.25)	
		(EUR)	%	(EUR)	%

Grant 2000004283					
1100	Staff & Intern Consultants	1,266,538	31.89%	1,484,305	33.09%
1500	Local travel	547,676	13.79%	626,425	13.96%
1600	Staff travel	9,053	0.23%	70,579	1.57%
1700	Nat. Consult./Staff	979,235	24.66%	1,071,684	23.89%
2100	Contractual Services	9,405	0.24%	9,581	0.21%
3000	Train/Fellowship/Study	181,492	4.57%	194,698	4.34%
3500	International meetings	198,037	4.99%	198,930	4.43%
4300	Premises	137	0.00%	137	0.00%
4500	Equipment	123,443	3.11%	131,949	2.94%
5100	Other Direct Costs	656,031	16.52%	697,924	15.56%
<i>PSC</i>	<i>Project Support Cost</i>	501,420			
Total		3,971,047	100.00%	4,486,211	100.00%
Grant 2000004674					
1500	Local travel	21,737	13.62%	62,693	14.24%
1600	Staff travel	-	0.00%	10,449	2.37%
1700	Nat. Consult./Staff	29,106	18.24%	234,472	53.24%
3500	International meetings	27,264	17.08%	73,142	16.61%
4500	Equipment	4,087	2.56%	29,257	6.64%
5100	Other Direct Costs	24,385	15.28%	30,371	6.90%
<i>PSC</i>	<i>Project Support Cost</i>	53,007			
Total		106,579	66.78%	440,383	100.00%
Grant 2000005244					
1100	Staff & Intern Consultants	-	0.00%	-	0.00%

1101	Technical Services	-	0.00%	6,525	1.36%
1500	Local Travel	48,577	15.68%	105,883	22.05%
1600	Staff Travel	-	0.00%	15,559	3.24%
1700	Nat.Consult./Staff	27,857	8.99%	62,926	13.10%
1701	Tech/Admin Support	-	0.00%	6,224	1.30%
3000	Train/Fellowship/Study	9,004	2.91%	15,559	3.24%
3500	International Meetings	26,765	8.64%	31,119	6.48%
4300	Premises	7,251	2.34%	7,780	1.62%
4500	Equipment	110,386	35.64%	141,693	29.51%
5100	Other Direct Costs	79,925	25.80%	86,952	18.11%
<i>PSC</i>	<i>Project Support Cost</i>	48,638			
Total		309,765	100.00%	480,221	100.00%
Grant 2000004282					
1100	Staff & Intern Consultants	-	0.00%	22,371	5.50%
1500	Local Travel	45,134	48.09%	209,345	51.47%
1600	Staff Travel	24,067	25.64%	67,114	16.50%
1700	Nat.Consult./Staff	-	0.00%	16,779	4.13%
3500	International Meetings	239	0.26%	41,560	10.22%
4500	Equipment	1,107	1.18%	22,482	5.53%
5100	Other Direct Costs	23,311	24.84%	27,101	6.66%
<i>PSC</i>	<i>Project Support Cost</i>	57,305			
Total		93,858	100.00%	406,752	100.00%

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

II. SCOPE AND PURPOSE OF THE EVALUATION

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

The evaluation has two specific objectives:

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

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted following the UNIDO Evaluation Policy²⁶, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle²⁷, and the UNIDO [Evaluation Manual](#).

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

The evaluation will use a theory of change approach²⁸ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

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

1. Data collection methods

The following are the main instruments for data collection:

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

²⁶ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

²⁷ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006).

²⁸ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

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

2. Key evaluation questions and criteria

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

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

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

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes

B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS)²⁹, Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability, and Human Rights	Yes
H	Overall Assessment	Yes

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

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

1. Rating system

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

²⁹ Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](#);

Table 6. Project rating criteria

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

IV. EVALUATION PROCESS

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

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

V. TIME SCHEDULE AND DELIVERABLES

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

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft

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

Table 7. Tentative timelines

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

VI. EVALUATION TEAM COMPOSITION

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

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. According to the UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

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

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable³⁰.

Evaluation report format and review procedures

³⁰ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Independent Evaluation Unit.

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

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

The evaluation report should be brief, to the point, and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns, and present evidence-based findings, consequent conclusions, recommendations, and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved, and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions, and recommendations should be presented in a complete, logical, and balanced manner. The evaluation report shall be written in English and follow the outline given by the UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Unit. Quality assurance and control are exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned, and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO's Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by the UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

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

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



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

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

ORGANIZATIONAL CONTEXT

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

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking, and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices, Hubs, and Country Offices. The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement, and accountability, and provides evidence-based analysis and assessment of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

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

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

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected Duration	Location
<p>Desk review & data analysis: Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies, and general economic data). Define technical issues and questions to be addressed from a national point of view and advise the team leader. Determine key data to collect in the field and adjust the key data collection instrument, if needed. In coordination with the project manager and her/his assistant, discuss and share responsibilities for online and in-person meetings and agree on a meeting schedule, and a list of stakeholders to be interviewed and sites to be visited.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country-specific context; Draft list of stakeholders to be interviewed and sites to be visited Workplan and responsibilities for each team member List of key issues and questions for consideration by the team leader 	5 days	Home-based
<p>Inception phase: Prepare an inception report that streamlines the specific questions to address the key issues in the TOR, specific methods that will be used, and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.</p>	<ul style="list-style-type: none"> Inception report including a proposed methodology, draft theory of change stakeholder mapping, evaluation matrix, mission agenda 	5 days	Home-based
<p>Field mission Meetings and interviews with stakeholders according to the evaluation programme and mission agenda On-site visits Draft preliminary findings and conclusions</p>	<ul style="list-style-type: none"> Information/Evaluation data collected Individual interview summaries Technical inputs and observations emanating from interviews 	10	Home-based, local travel
<p>Data analysis & report writing:</p>	<ul style="list-style-type: none"> Inputs to draft evaluation report Debriefing meeting 	5 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected Duration	Location
<p>Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Prepare the evaluation report according to the TOR.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>			
<p>Debriefing</p> <p>Present preliminary findings and recommendations UNIDO management and staff</p> <p>Carry out additional interviews if necessary</p> <p>Discuss the finalization of the report</p>	<ul style="list-style-type: none"> • Presentation of preliminary findings Information gaps filled 	3 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

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

Languages: Fluency in written and spoken English and in Chinese is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly, and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully, and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as

our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, we also owe it to those we serve and who have trusted us to contribute to a better, safer, and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

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

Abstract

Contents

Acknowledgments

Abbreviations and acronyms

Executive summary

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Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.</p>			

Annex 2: Evaluation Framework / Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: Is the intervention doing the right thing? To what extent do the objectives of ITPO Beijing contribute to inclusive and sustainable industrial development in less economically advanced areas of China, developing countries and countries with economies in transition respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?			
<ul style="list-style-type: none"> How does the Project support the objectives of the UNIDO's inclusive and sustainable industrial development (ISID) in less economically advanced areas of China, developing countries and countries with economies in transition? 	<ul style="list-style-type: none"> Existence of a clear relationship between project objectives and UNIDO's mission 	<ul style="list-style-type: none"> Project documents UNIDO missions and UN SDG documents 	<ul style="list-style-type: none"> Document analysis UNIDO website Interview with government, Project Team, UNIDO and other project partners
<ul style="list-style-type: none"> How does the Project support the development objectives of People's Republic of China? Does the Project adequately take into account the national realities, both in terms of institutional framework and programming, in its design and its implementation? How country-driven is the Project? 	<ul style="list-style-type: none"> Degree of coherence between project objectives and national development priorities, policies and strategies Level of involvement of government officials and other partners in project design and implementation 	<ul style="list-style-type: none"> Project documents Outline of the Fourteenth Five-Year Plan for the National Economic and Social Development of China (2021-2025) and Vision 2035 	<ul style="list-style-type: none"> Document analyses Interview with government officials and project partners
<ul style="list-style-type: none"> How does the Project support the objectives of UNIDO in this sector? 	<ul style="list-style-type: none"> Consistency between project objectives and UNIDO strategies and development objectives 	<ul style="list-style-type: none"> Project document UNIDO strategies and programme 	<ul style="list-style-type: none"> Document analyses Interviews with government, UNIDO, other partners
<ul style="list-style-type: none"> How does the Project support the needs of target beneficiaries, especially the less economically advanced areas of 	<ul style="list-style-type: none"> Strength of the link between expected project results from the 	<ul style="list-style-type: none"> Project partners and stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews with relevant stakeholders

Evaluative Criteria Questions	Indicators	Sources	Methodology
<p>China, developing countries and countries with economies in transition respond to beneficiaries?</p> <ul style="list-style-type: none"> • Has the implementation of the Project been inclusive of all relevant Stakeholders? • Are local, regional and global beneficiaries and stakeholders adequately involved in Project design and implementation? 	<p>project and the needs of relevant stakeholders</p> <ul style="list-style-type: none"> • Degree of involvement and inclusiveness of stakeholders and beneficiaries in project design and implementation 	<ul style="list-style-type: none"> • Needs assessment studies • Project documents 	
<p>Coherence: How well does the intervention fit? How compatible is the ITPO Beijing project with other interventions in the country, sector, or institution? To what extent does the project align with China's national policies on industrial development, investment promotion, and sustainable technology transfer, as well as international frameworks like South-South cooperation and UNIDO's global industrial development agenda?</p>			
<ul style="list-style-type: none"> • Is there logical linkage between expected results of the project (logframe) and the project design (in terms of Project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? • Is the length of the project sufficient to achieve project outcomes? 	<ul style="list-style-type: none"> • Level of coherence between expected project results and project design internal logic • Level of coherence between project design and implementation approach 	<ul style="list-style-type: none"> • Project documents • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews
<ul style="list-style-type: none"> • To what extent were national partners involved in the design and implementation of the Project? • Were the capacities of executing institutions and counterparts properly considered when the project was designed? 	<ul style="list-style-type: none"> • Coherence between needs expressed by national stakeholders and UNIDO criteria 	<ul style="list-style-type: none"> • Key project partners 	<ul style="list-style-type: none"> • Document analyses • Interview with government officials and project partners

Evaluative Criteria Questions	Indicators	Sources	Methodology
Effectiveness: Is the project achieving its objectives? To what extent has the ITPO Beijing project successfully promoted investment and technology transfer, established Regional Coordination Centres (RCCs), and fostered partnerships between China and developing countries? How effectively has the project achieved its outcomes, such as capacity building and technology diffusion?			
<ul style="list-style-type: none"> • Has the project been effective in achieving its expected outcomes? <ul style="list-style-type: none"> ○ Institutions and mechanism for project management and coordination; ○ Information system and information management; ○ Enabling policy environment; ○ Innovation and green development; ○ Public education and awareness raising; ○ Monitoring and evaluation. 	<ul style="list-style-type: none"> • Indicators in project document results framework and logframe 	<ul style="list-style-type: none"> • Project documents • Project Team and relevant stakeholders • Data reported in project annual reports 	<ul style="list-style-type: none"> • Document analysis • Interviews with Project Team • Interviews with relevant stakeholders
<ul style="list-style-type: none"> • What lessons have been learned from the project regarding achievement of outcomes? • What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? 		<ul style="list-style-type: none"> • Data collected through evaluation 	<ul style="list-style-type: none"> • Data analysis
Efficiency: How well are resources being used? Has the ITPO Beijing project delivered its planned outputs such as the establishment of RCCs, advisory services, and the Fourth Industrial Revolution Accelerator on time and within budget? Are resources being utilized optimally to maximize investment promotion and technology transfer?			
<ul style="list-style-type: none"> • Was adaptive management used or needed to ensure efficient resource use? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports 	<ul style="list-style-type: none"> • Project documents and evaluations • UNIDO 	<ul style="list-style-type: none"> • Document analysis • Key interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> • Did the project logical framework and work plans and any changes made to them use as management tools during implementation • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management change? • Did the leveraging of funds (co-financing) happen as planned? • Was procurement carried out in a manner making efficient use of project resources? 	<ul style="list-style-type: none"> • Timeliness and adequacy of reporting provided • Planned vs. actual funds leveraged • Occurrence of change in project design / implementation approach (i.e. restructuring when needed to improve project efficiency) 	<ul style="list-style-type: none"> • Project Team 	
<ul style="list-style-type: none"> • To what extent partnerships/linkages between institutions / organizations were encourage and supported • What partnerships/linkages were facilitated? Which ones can be considered sustainable? • What was the level of efficiency of cooperation and collaboration arrangements? 	<ul style="list-style-type: none"> • Specific activities conducted to support the development of cooperative arrangements between partners • Examples of supported partnership? • Evidence that particular partnership/linkages will be sustained • Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> • Project documents and evaluations • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> Did the project take into account local capacity in design and implementation of the project? Was there an effective collaboration between institutions responsible for implementing the project? 	<ul style="list-style-type: none"> International and National expertise utilized Number/quality of analysis done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> Project documents and evaluations UNIDO Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
<ul style="list-style-type: none"> What lessons can be learned from the project regarding efficiency? How could the project have more efficiently carried out implementation (in terms of arrangement structures and procedures, partnership arrangements etc.)? What change could have been made (if any) to the project in order to improve its efficiency)? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
<ul style="list-style-type: none"> How and to what extent have project implementation process, coordination with participating stakeholders and important aspects affected the timely project start-up, implementation and closure? 	<ul style="list-style-type: none"> Relationship and coordination mechanism of project partners Timeliness of project activities implemented 	<ul style="list-style-type: none"> Project documents Project Team and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Key interviews
<ul style="list-style-type: none"> Do the outcomes developed during the project formulation still represent the best project strategy for achieving the project objectives? 	<ul style="list-style-type: none"> Extent of relevance of project outcomes and objectives to changing circumstances 	<ul style="list-style-type: none"> Project documents Project Team and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Key interviews
<ul style="list-style-type: none"> Does the project consult and make use of skills, experience and knowledge of the 	<ul style="list-style-type: none"> National capacities utilized Number/type of partnership formed 	<ul style="list-style-type: none"> Project documents 	<ul style="list-style-type: none"> Document analysis Key interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the implementation and evaluation of project activities?		<ul style="list-style-type: none"> Project Team and relevant stakeholders 	
Sustainability: Will the benefits last? To what extent will the benefits of ITPO Beijing’s activities such as capacity building, institutional strengthening, and established partnerships continue beyond the project’s duration? How robust are the mechanisms for ensuring the long-term sustainability of investment promotion and technology transfer, particularly in less economically advanced regions and developing countries?			
<ul style="list-style-type: none"> Was project sustainability strategy developed during the project design? How relevant was the project sustainability strategy? 	<ul style="list-style-type: none"> Evidence/quality of sustainability strategy Evidence/quality of steps taken to address sustainability 	<ul style="list-style-type: none"> Project documents Project Team and relevant stakeholders Beneficiaries 	<ul style="list-style-type: none"> Document analysis Key interviews
<ul style="list-style-type: none"> Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the project assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project’s outcomes)? 	<ul style="list-style-type: none"> Financial resources available after project completion to support and sustain project outcomes 	<ul style="list-style-type: none"> Project Team and relevant stakeholders Project partners Beneficiaries 	<ul style="list-style-type: none"> Document and data analysis Key interviews
<ul style="list-style-type: none"> Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level 	<ul style="list-style-type: none"> Social and political risk assessment data to support sustainability of project outcomes 	<ul style="list-style-type: none"> Project Team and relevant stakeholders 	<ul style="list-style-type: none"> Document and data analysis Key interviews

Evaluative Criteria Questions	Indicators	Sources	Methodology
<p>of stakeholder ownership will be insufficient to allow for the project outcomes/benefits be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there a sufficient public/ stakeholder awareness in support of the long-term objectives of the project?</p>		<ul style="list-style-type: none"> • Project partners • Beneficiaries 	
<p>Impact: What difference does the intervention make? To what extent has the ITPO Beijing project generated significant positive or negative, intended or unintended, higher-level effects? Has the project led to transformative changes in investment flows, technology adoption, and industrial development in both China and partner countries? How has the project contributed to the achievement of SDGs, particularly SDG 8 (economic growth), SDG 9 (industry, innovation, and infrastructure), and SDG 17 (partnerships)?</p>			
<ul style="list-style-type: none"> • What are the main positive and negative impacts of the project? 	<ul style="list-style-type: none"> • Project impacts (e.g. transformative changes in investment flows, technology adoption, and industrial development in both China and partner countries, etc.) 	<ul style="list-style-type: none"> • Project documents 	<ul style="list-style-type: none"> • Document analysis • Key Interviews
<ul style="list-style-type: none"> • How has the project contributed to global industrial development or poverty eradication in developing countries and countries with economies in transition respond to beneficiaries, global, country, or is there evidence that the project has put in place processes that will lead to such impact? 	<ul style="list-style-type: none"> • Contribution to the achievement of SDGs, particularly SDG 8 (economic growth), SDG 9 (industry, innovation, and infrastructure), and SDG 17 (partnerships) • Jobs created and income increased in the countries related. • Systems, structures and capacities that contribute to changes in ISID and poverty eradication 	<ul style="list-style-type: none"> • Project documents 	<ul style="list-style-type: none"> • Document analysis • Key Interviews

Annex 3: List of Documentation Reviewed

- Project Document of ITPO Beijing (2019 and revision in 2023)
- ITPO Beijing Biennial Report 2020-2021
- ITPO Beijing Annual Report 2022
- ITPO Beijing Annual Report 2023
- Annual Work Programme 2021, 2022, 2023, 2024
- Budget breakdown
- RBM Summary Sheet
- Minutes of Project Steering Committee meeting in 2023
- Bulletin on Investment and Technology of ITPO Beijing and Southern RCC 2021, 2022, 2023, 2024 (four issues annually)
- White Paper on Artificial Intelligence Empowering Sustainable Development and Investment
- UNIDO Global Call 2023 Technology Solutions
- UNIDO Global Call 2023 Research Report
- Progress Report on the Fourth Industrial Revolution Industrial Alliance (2020-2023)
- Solutions Overview - UNIDO Fourth Industrial Revolution Accelerator (Hangzhou)
- UNIDO ITPO Beijing Project Committee Meeting Minutes, 2023.9
- Independent Evaluation ITPO BEIJING of China, 2009
- 4IR Alliance Joint Declaration (2020-2023)
- The 4IR opportunities catalogue (China-Belgium)
- Summary reports of Northern RCC in Zhengzhou, 2020-2024
- Summary reports of Eastern RCC in Jinan, 2020-2024
- Summary reports of Southern RCC in Xiamen, 2020-2024
- Summary reports of Western RCC in Chengdu, 2020-2024
- KPI Assessment for Western RCC in Chengdu 2020-2023
- Annual report of 4IR Accelerator in Hangzhou, 2024

Annex 4: List of Stakeholders Consulted

Organisation	Name	Position
UNIDO ITPO Beijing		
	Yabin Wu	Head
	Hao Jiang	Expert
	Xiao Bai	Team Assistant
	Weixia Wang	Project Assistant of RCC in Chengdu
	Lin Su	Team Assistant of RCC in Chengdu
	Jinye Yang	Project Assistant of 4IR Accelerator in Hangzhou
	Wenjia Zhang	Project Assistant of 4IR Accelerator in Hangzhou
	Xueda Wu	Project Assistant of 4IR Accelerator in Hangzhou
	Liming Shen	Project Assistant of 4IR Accelerator in Hangzhou
UNIDO		
	Luomei Shu	Director of Investment and Technology Promotion Offices (ITPOs) and Institutional Partnerships
	Stephen Kargbo	Representative of Regional Office
	Abimbola Olufore	Director of ITPO Nigeria Office
UN agencies in China		
UN Resident Coordinator Office	Siddharth Chatterjee	Resident Coordinator
UN Environment Programme	Ruihe Tu	Country Representative
Government partners		
China International Centre for Economic and Technical Exchanges	Yi Zhang	Deputy Director-General
	Li Zhu	Division Chief
	Yuan Zhou	Project Officer
National Development and Reform Commission	Qin Zhang	Division Chief
	Qiang Zhou	Deputy Division Chief
Zhejiang Provincial Department of Commerce	Jun Zhu	Chief Economist
Zhejiang Provincial Bureau of Foreign Economic and Trade Cooperation	Ruifeng Yu	Director
Zhejiang Investment Promotion Centre	Hui Yuan	Deputy Director
Zhejiang International Expo Centre	Shanshan Feng	Deputy Director
Bureau of Commerce, Beijing Xicheng District	Li Yuan	Director
Chengdu High-Tech Zone	Xing Zhou	Deputy Chief of Free Trade Division
Chengdu Bureau of Commerce;	Jian Yin	Director of Chengdu Opening-up Cooperation and Promotion Centre
	Keyu Wu	Division Chief

Organisation	Name	Position
	Chen Guo	Deputy Division Chief
Liaison Office of Sichuan People's Government in Shenyang	Zhenyu Zhao	Division Director (Former division director of Sichuan Provincial Economic Cooperation Bureau)
China (Zhejiang) Free Trade Pilot Zone, Hangzhou Municipal Bureau of Commerce	Siwei Pan	Director of Hangzhou Innovation Development Centre
Qianjiang Century City Management Committee, Xiaoshan District, Hangzhou	Lidong Han	Deputy Head of Investment Promotion Bureau
	Yiling Bai	Staff
Ministry of Vocational Training, Handicrafts and Microcredit, Chad	Mbairo Tog-Naye Ramdji	Vice Minister
Associations / thinktanks / NGOs		
China Chamber of Commerce for Import and Export of Medicines and Health Products	Maochun Wang	Vice President
	Shuwen Zhang	Coordinator
New Economy Enterprise Club	Yihui Zeng	Secretary-General
Chengdu Academy of New Economic Development	Fangrui Yu	Consulting Director
Zhejiang University of Technology	Bin Yu	President of Future Technology Research Institute
Elite Eagle	Bining Chen	Deputy Secretary-General
Plan for Change Ghana	Eric Bandim	Director
Internationaler Wirtschaftssenat	Lei Jin	Advisor Executive Board
Companies		
China Water Environment Group	Lujing Zhang	Vice President
Mayu (Beijing) New Energy Tech Co., Ltd	Jing Han	Legal Representative
Guangzhou Glacier Environment Consulting Co., Ltd	Ji Bao	General Manager
Solar Run	Xia Li	Chairman
HONOR	Zhiyu Xu	Senior Vice-President
Ford Motor (China) Ltd.	Xiaofang Xiang	Vice-President
	Xiu Li	Senior Manager
Tongwei Group	Zihan Zhu	Sustainable Development Lead
Dahua Technology	Ni Liang	Vice President of Overseas Marketing Centre
Ali Cloud	Yuejun Yan	Research & Innovation Lead, Business Unit, Data Centre
GSR United Capital	Yubin Shen	Executive Director
Obrist Group	Thorsten Rixmann	Global Director Marketing & Communications
Jinshajiang United Capital	Yubin Shen	Former executive director

Annex 5: Interview Questions

Background
What is your role in connection with UNIDO IPTO Beijing's activities in China? Which specific projects, initiatives, or components have you been involved with or interacted with?
How familiar are you with the aims and missions of UNIDO Global Network of Investment and Technology Promotion Offices (ITPOs)?
Project design
Is there logical linkage between expected results of the project (logframe) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? Is the length of the project sufficient to achieve project outcomes?
To what extent were national partners involved in the design and implementation of the project? Were the capacities of executing institutions and counterparts properly considered when the project was designed?
Relevance
How is the ITPO Beijing project relevant to inclusive and sustainable industrial development in less economically advanced areas of China? Can you provide specific examples?
How has IPTO Beijing's project adapted to China's industry's shift from a stage of rapid growth to one of high-quality development? What evidence have you observed of this adaptation?
How well has ITPO Beijing contributed to industrial development in other developing countries and countries with economies in transition, responding to the needs of beneficiaries, global, country, and partners? Can you provide specific examples?
Coherence
How coherent is IPTO Beijing's project with China's Medium-Term Programme Framework (MTPF) 2022-2025, the UN Sustainable Development Cooperation Framework (UNSDCF), and the Agenda 2030? Can you provide examples of this alignment?
To what extent does the project align with China's national policies on industrial development, investment promotion, and sustainable technology transfer, as well as international frameworks like South-South cooperation and UNIDO's global industrial development agenda?
How compatible is the ITPO Beijing project with other interventions in the country, sector, or institution?
Effectiveness
How well has ITPO Beijing project successfully promoted investment and technology transfer in less developed areas in China and other developing countries? What evidence supports this progress?
How effectively has the project achieved its outcomes, such as capacity building and technology diffusion?
What would you consider to be the main results (outputs, outcomes, and impacts) of Regional Coordination Centres (RCCs) during the project period?
Do you identify any IPTO Beijing's project that had limitations in meeting their objectives? If any, what were the constraints?
To what extent has IPTO Beijing's project facilitated fostered partnerships between China and developing countries?
Efficiency
How did IPTO Beijing's project adapt its approach in China to address challenges posed by the COVID-19 pandemic and the changing context in the country? What were the results of these adaptations?
Can you provide examples of how IPTO Beijing has delivered results in China in an economical and timely manner? What factors have contributed to or hindered this efficiency?

In your view, have the UNIDO China office and International Technology Promotion Offices (ITPOs) had sufficient human resources and operating budgets to effectively carry out their work? If not, what have been the main constraints?

What lessons can be learned from the project regarding efficiency?

Sustainability

To what extent will the benefits of ITPO Beijing's activities such as capacity building, institutional strengthening, and established partnerships continue beyond the project's duration?

How robust are the mechanisms for ensuring the long-term sustainability of investment promotion and technology transfer, particularly in less economically advanced regions and developing countries?

What actions or strategies would you recommend to enhance the sustainability of IPTO Beijing's work in China going forward?

Impact

To what extent has the ITPO Beijing project generated significant positive or negative, intended or unintended, higher-level effects, e.g. the achievement of SDGs, particularly SDG 8 (economic growth), SDG 9 (industry, innovation, and infrastructure), and SDG 17 (partnerships)?

Has the project led to transformative changes in investment flows, technology adoption, and industrial development in both China and partner countries?

What are the other positive and negative impacts of the project?

Project implementation management

Were there any delays in project start-up and implementation? What were the causes, and have they been resolved?

How has the project's logical framework been used as a management tool? Was a monitoring system in place and did it facilitate timely tracking of progress toward project results? Did project team and manager make decisions and corrective actions based on analysis from monitoring system and based on results achieved?

What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

How effectively has the IPTO Beijing office managed relations with the government and other key stakeholders?

Performance of partners

What is the level of partner's engagement in the project design, implementation, and monitoring?

Has partners provided cash or in-kind contribution?

Gender, environmental and social safeguards

Has the IPTO Beijing project addressed gender issues and the needs of women, youth and other vulnerable groups? If so, how? Could you give some examples?

What more could IPTO Beijing do to better integrate gender and youth considerations into its projects and activities in China?

To what extent did the project identify and realize opportunities to strengthen the environmental sustainability?

To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the project?

Annex 6: Project Logframe

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

<p>Outcome 2: Investment/technology knowledge and skills of local investment promotion agencies and other relevant organizations in China and developing countries/countries with economies in transition are improved.</p>	<p>-# of supported institutions reporting change in business, in terms of:</p> <ul style="list-style-type: none"> -adopted new management practices -adopted new investment promotion practices -adopted new technologies -introduced new or improved services <p>- % of institutions directly supported by the ITPO state that:</p> <ul style="list-style-type: none"> a) ITPO has been 'effective' or 'very effective' as a partner b) Their capacity has been enhanced <p>-% of participants/delegates (sex-disaggregated data) strongly agreeing with the statement that they have obtained new knowledge & skills as a result of training by the ITPO (5-point scale where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, and 1=strongly disagree)</p> <p>- % of participants/delegates (sex-disaggregated data) reporting having obtained new knowledge and skills as a result of training, in terms of:</p> <ul style="list-style-type: none"> - Established new contacts with companies & institutions -Screened & identified suitable projects to promoters -Found suitable partners -Negotiated investment opportunities 	<ul style="list-style-type: none"> - ITPO monitoring system - Training participant/delegate survey 	<ul style="list-style-type: none"> - Government commitment and support is provided - local investment promotion agencies are committed to upgrade skills of employees. - Chinese private sector's interest in engaging in business in developing countries
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<p>Outcome 3: Development of the Strengthening Capacity, Accelerating & Leading the Ecosystem for Upward investment (SCALE-UP), focus on the global industry chain, SMEs, south-south cooperation, green transformation and digital transformation, facilitate investment and technology cooperation in various sectors, and enhance global institutional partnerships.</p>	<ul style="list-style-type: none"> - # of the Accelerator staffed and operational - # of advisory service and knowledge sharing on investment promotion and technology transfer provided (PAO.1) - # of vocational training, skill upgrading and capacity building conducted (TCO.1) - # of forum, exhibition, and match-making events organized or supported (CPO.1) - # of domestic and foreign government and business delegations coordinated and promoted. (CPO.1) - # of buyers and suppliers matched (CPO.1) - # of visits and match-making of high-level enterprise executives (CPO.1) - # of SME's supported (CPO.1) 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Event reports - Event participants/D - elegate survey - Media reports 	
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<p>Output 1: Inception Phase: A well-functioning Investment and Technology Promotion Office (ITPO) in Beijing, China is established.</p> <p>1.8 Establishment of ITPO Beijing and selection/recruitment of staff.</p> <p>1.9 Undertake Inception workshop and develop Work Programme for the first year.</p> <p>1.10 Carry out communication campaign.</p> <p>1.11 Undertake baseline assessment.</p> <p>1.12 Hold gender sensitivity and COMFAR training workshops.</p> <p>1.13 RCCs are duly established one by one.</p> <p>1.14 Review of existing policies and identification of bottlenecks.</p>	<ul style="list-style-type: none"> - # of workshops held - # of relevant stakeholders informed (data will be collected on women and men to see if outreach activities targeting women were effective) - business, operational, and management plan developed - baseline assessment completed - guidelines for the functioning of RCCs produced - desk study on policies and bottlenecks 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Contracts for staff - Guidelines for the functioning of the ITPO - Guidelines for the functioning of the RCCs 	<ul style="list-style-type: none"> - Sufficient human and financial resources are devoted to investment and technology promotion - No delays experienced in agreeing on identification, selection and recruitment of staff
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<p>Output 2: Advisory services on the promotion of investment and technology transfer opportunities, including through the use of case studies are provided.</p> <p>2.1 Explore best practices and successful working models for mobilizing investment and technology into areas in need of development in China as well as facilitate flows of Chinese investments to developing countries; replicate and expand successful models.</p> <p>2.2 Provide advisory services and information to partners and stakeholders (SMEs, IPAs, Governmental Organizations, policy-making bodies) with regard to investment and technology transfer opportunities with foreign partners and assist in the formulation of business proposals.</p> <p>2.3 Organize and/or participate in investment and technology promotion events and business missions to disseminate/seek information on the investment barriers and opportunities, as well as and technology transfer, in and outside China.</p> <p>2.4 Establish and maintain partnerships and working relations with public/private sector organizations (chambers of commerce/industry, IPAs, local governments).</p> <p>2.5 Collect information on relevant policy and regulatory frameworks, identify bottlenecks for FDI and technology transfers, conduct policy analysis and present stakeholders with results and recommendations.</p>	<ul style="list-style-type: none"> - # of case studies published - # of case study reports downloaded/referenced/used by stakeholders - Amount of information and consultation services provided - # of investment and technology transfer opportunities identified - # of Business Plans formulated - # of endorsements/amount positive feedback received - # of activities organized - # of projects and promotional activities carried out - Type of media coverage and amount of news broadcasted - # of partnerships established and maintained with public/private organizations - % of women participants in seminars/workshops (should be at least 40%) - # of recommendations for strategies to overcome identified bottlenecks in investment policy <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event reports - Event participants/Delegate survey - Supported institutions' surveys - Policies in effect 	<ul style="list-style-type: none"> - Chinese investors and supporting organizations are interested in investing in developing countries/ countries with economies in transition
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<p>Output 3: Targeted training and capacity-building activities on investment promotion and technology transfer are conducted and bankable projects are designed.</p> <p>3.1 Organize capacity-building events (workshops, seminars, symposiums and field trips to industrial parks and clusters) for ITPO stakeholders (including policy-making bodies) to raise awareness of the best practices of investment promotion and technology upgrading and innovation mechanisms, as well as successful commercial models.</p> <p>3.2 Disseminate and promote UNIDO's investment and technology promotion tools, appraisal methodologies and software (COMFAR) in China, match buyers and suppliers and develop practical training material and key performance indicator (KPI) systems.</p> <p>3.3 Carry out the Delegate Programme by hosting and training Delegates from IPAs and other relevant organizations in developing countries.</p> <p>3.4 Design bankable proposals for investment projects.</p> <p>3.5 Raise awareness on investment policies, locally as well as on national level and collect best practices that could be replicated and recommended to the local/national government.</p>	<ul style="list-style-type: none"> - # of workshops, seminars, symposiums and field trips organized, as well as # of participants, (sex-disaggregated) - # of COMFAR training courses organized - # of participants in COMFAR training courses, (sex-disaggregated) - # of delegates hosted and trained, (sex-disaggregated) - # of training materials and KPI systems used in capacity building activities - # of investment and technologies transfer opportunities reached through capacity building activities - % of female participants in capacity building activities - % of participants from developing countries or regions in capacity building activities, (sex-disaggregated) - % of participants from SMEs in capacity building activities, (sex-disaggregated) - # of endorsements/positive feedback from participants - # investment ready proposals developed - # of best practices collected - # of recommendations made in writing <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event participants/Delegate survey - Supported institutions' surveys - Test results of trainees - Business plans/investment proposals 	<ul style="list-style-type: none"> - Chinese institutions and technology suppliers will be interested in investing/ promoting their technologies in developing countries/ countries with economies in transition - Chinese technology suppliers have access to risk mitigation measures - Chinese technology suppliers offer service packages incl. trainings and spare parts - Existing technology gaps are identified and addressed
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<p>Output 4: High-level dialogues and events on investment promotion and technology transfer organized.</p> <p>4.1 Organize high-level dialogues with central and local governments on investment and technology promotion to seek/disseminate information on the investment climate in China and policies to attract investments, as well as current business opportunities and technology transfer (inward/outward China).</p> <p>4.2 Co-organize, participate in and promote international investment and technology expos, trade fairs and global industrial summits with delegations of enterprises to facilitate business-matchmaking.</p> <p>4.3 Participate in annual ITPO Heads Meeting and other ITPO Network related events.</p>	<ul style="list-style-type: none"> - # of events/forums/business missions organized and participated - # of speakers and participants (sex-disaggregated)-# of media coverage and news reloads - % of participants from SMEs (sex-disaggregated) - % of participants from developing countries or regions (sex-disaggregated) <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Event reports - Event participants/Delegation survey - Supported institutions' surveys - Media reports 	<ul style="list-style-type: none"> - Central and local governments are committed to investment and technology promotion - Chinese institutions and technology suppliers will be interested in investing/ promoting their technologies in developing countries/ countries with economies in transition - Developing countries/economies in transition are open to engage with Chinese investors and technology providers
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<p>Output 5: Synergetic collaboration with ITPO Network, UNIDO, UN system and relevant Chinese Institutions conducted.</p> <p>5.1 Liaise with other ITPOs to share investment and technology transfer opportunities, through ITPO HQ Coordination.</p> <p>5.2 Liaise with other Chinese and regional stakeholders of ITPO Beijing, in particular with CICETE, to identify additional opportunities for projects and implement joint initiatives.</p> <p>5.3 Closely interact with other UN agencies in China to implement joint initiatives/projects/events to promote sustainable development.</p> <p>5.4 Contribute to joint initiatives (TC projects and global fora) with UNIDO HQs (technical departments and field offices) through the ITPO HQ Coordination office.</p> <p>5.5 Contribute to advocacy, communication and other joint activities of the ITPO Network.</p> <p>5.6 Contribute to institutional learning by organizing and participating in capacity and skills trainings, as well as by dissemination of resources and tools to stakeholders.</p> <p>5.7 Contribute to ITPO Network's international and regional B2B and Global Fora events and to yearly ITPO Heads Meeting.</p>	<ul style="list-style-type: none"> - # of joint activities with UNIDO HQs - # of brochures and other promotional materials published - # of events organized jointly with UNIDO - # of promotional, communication activities co-organized <p><i>**Targets are identified each year in the Annual Work Programme</i></p> <ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Media reports - meeting minutes/conf - erence papers/etc. - list of media contacts 	<ul style="list-style-type: none"> - UNIDO takes all necessary measures to ensure a vital exchange and collaboration within the ITPO network - Other UN agencies and international organizations are open for collaboration - UNIDO's technical departments are interested in engaging with ITPO Beijing and develop joint activities
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<p>Output 6: Network of Regional Coordination Centres (RCCs) operational.</p> <p>6.1 Establish a network of four well-functioning Regional Coordination Centres (RCCs) throughout China and selection/recruitment of respective staff.</p> <p>6.2 Undertake Inception workshop and develop Work Programme for the first year.</p> <p>6.3 Support local SME's by strengthening their investment promotion capacities.</p> <p>6.4 Successfully conduct fundraising activities for investment promotion projects in China.</p> <p>6.5 Strengthen the ability of regional enterprises to capture emerging subcontracting opportunities by connecting buyers and suppliers.</p>	<ul style="list-style-type: none"> - # of cities which established well-functioning Regional Coordination Centres (RCCs) - # of Regional Coordination Centres (RCCs) staffed and operational - Respective business, operational, and management plans developed - # of regional SME's supported - # of buyers and suppliers matched - # of fundraising activities organised 	<ul style="list-style-type: none"> - ITPO progress reports - ITPO website - Contracts for staff - Guidelines for the functioning of the RCCs - Event participants/Delegate survey - Supported institutions' surveys 	
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<p>Output 7. Non-core activities of the network of Regional Coordination Centres (RCCs) conducted.</p> <p>7.1 Foster cooperation among ITPOs by conducting meetings and study tour in China, together with other ITPOs</p> <p>7.2 Increase know-how of ITP Network personnel through training and workshop in China on emerging issues (e.g. 4IR)</p> <p>7.3 Scale-up ITPO Beijing's activities in China within the ITP Network</p>	<ul style="list-style-type: none"> - # of meetings organized for the ITPOs colleagues in China - # of study tour organized in China - # of training and workshops in China organized on emerging issues - % of female participants in the meetings, study tour, training and workshops 	<ul style="list-style-type: none"> - Meeting minutes/ workshop papers/ etc. - List of participants - Survey/ Feedback from participants - News articles on ITPOs' website - Further cooperation among ITPOs (e.g. for 4IR) 	<ul style="list-style-type: none"> - Local governments' commitment and support is provided - Other ITPOs' interest in engaging in fostering cooperation among ITPOs - Other ITPOs are interested in engaging with ITPO Beijing and RCCs and develop joint activities
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<p>Output 10. Inception Phase of UNIDO Fourth Industrial Revolution Accelerator (Hangzhou)</p> <p>10.1 Establish UNIDO Fourth Industrial Revolution Accelerator (Hangzhou) and selection/recruitment of respective staff.</p> <p>10.2 Provide advisory service and knowledge sharing on investment promotion and technology transfer. (PAO.1 -Industrial strategies and industrial policy documents drafted/ prepared)</p> <p>10.3 Conduct vocational training, skill upgrading and capacity building. (TCO.1- Capacity building activities provided)</p> <p>10.4 Organize or support forum, exhibition, and match-making events. (CPO.1-Global fora, workshops / EGM/ side events organized)</p> <p>10.5 Receive domestic and foreign government and business delegations. (CPO.1-Global fora, workshops / EGM/ side events organized)</p>	<ul style="list-style-type: none"> - # of the Accelerator staffed and operational (include 1 personnel in charge, 3 staff) - # of advisory service (no less than 10 enterprises) and knowledge sharing on investment promotion and technology transfer provided (no less than 4 times) (Number of industrial strategies and industrial policy documents drafted / prepared (PAO.1)) - # of vocational training, skill upgrading and capacity building conducted (no less than once) (Number of capacity building activities provided (TCO.1)) - # of forum, exhibition, and match-making events organized, supported or participated (no less than twice) (Number of global fora, workshops/EGM/side events organized (CPO.1)) - # of discover, identify, evaluate technologies that combine market and technical feasibility, and assist in match-making (no less than 30 times) (Number of global fora, workshops/EGM/side events organized (CPO.1)) 	<ul style="list-style-type: none"> - ITPO progress report - ITPO website - Event reports - Event participants/ Delegate survey - Media reports 	<ul style="list-style-type: none"> - Local governments' commitment and support is provided - Other ITPOs' interest in engaging in fostering cooperation among ITPOs - Other ITPOs are interested in engaging with ITPO Beijing and the Accelerator and develop joint activities - Chinese private sector's interest in engaging in business in developing countries
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	<ul style="list-style-type: none">- # of domestic and foreign government and business delegations coordinated and promoted (no less than 5 provincial/ municipal level leaders, no less than 5 international organizations) (Number of global fora, workshops/EGM/side events organized (CPO.1))- # of high-level enterprise executives visits and match-making (no less than 10) (Number of global fora, workshops/EGM/side events organized (CPO.1))		
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