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Follow-up on completed evaluations 2009

(prepared by ODG/EVA)

Status: 26 February 2010

Follow-up on completed evaluations 2009

I Background and introduction

1. In October 2007, ODG/EVA conducted a review¹ on the follow-up to recommendations in connection with evaluations carried out during 2006/2007. In 2008, ODG/EVA started to report annually on the follow-up to recommendations². The purpose of these reviews was to report on the status of the progress made towards the implementation of recommendations and to share observations in connection with the management response system and possible effects on the Organization's work.

2. In the current report ODG/EVA presents the progress made towards the follow-up to recommendations for evaluations carried out during 2009, or earlier. It provides an overview on recommendations that are considered complete and of those that are still outstanding. The outstanding recommendations are followed up and reported on electronically on the ODG/EVA intranet³.

3. Recommendations contained in the respective management response sheets (MRSs) from recently completed evaluations will be added to the list of outstanding recommendations as they are approved. It should be noted that this process is regular and continuous. Recommendations are considered as implemented or complete when all steps towards the finalization of a management response sheet have been taken by the project/programme managers and ODG/EVA has subsequently verified completion.

II Status of management response to evaluations

4. Table 1 provides a snapshot of the follow-up on recommendations for evaluations for which a management response sheet was issued together with the evaluation report during the reporting period. From the 15 MRSs all but four management response sheets were collected. The stage of implementation depends on the date the evaluation report was issued and when action for implementation

¹ Evaluation Group. Review of management response to evaluations included in the ODG/EVA Work Programme for 2007 and 2008 (31 October 2007).

² Evaluation Group. Follow-up on completed evaluations 2008 (6 March 2009).

³ http://intranet.unido.org/intra/Evaluation/Follow-up_on_recommendations

was taken. It should be noted that most of the “recommendations in progress” require long lead times since they are often dependent on fund raising, formulating new programmes/activities and sometimes implementation is not possible because a succeeding phase is not appropriate or possible.

5. Table 1 provides details on the total number of recommendations (382) made by the evaluators for the 15 independent evaluations. These recommendations are contained in the management response sheets that were prepared in connection with the individual evaluations.

6. Project/programme managers replied to 261 recommendations and indicated their acceptance (195) and partial acceptance (52) of recommendations. Out of the 261 recommendations, 14 recommendations were either not accepted (5) or the comments received were not clearly identifiable/understood (9).

7. With regard to the status of implementation of recommendations that were issued in connection with the 15 independent evaluations, the one-year response cycle is still ongoing and information on the status of implementation was not requested at this stage of reporting. However, some project/programme managers already provided information with regard to the status of implementation of recommendations, which is also reflected in table 1.

8. Table 1 also includes information on the number of responses received for Annex 1 – Feedback on the evaluation process for the use of ODG/EVA, which is part of the management response sheet. Annex 1 is a questionnaire that gives project/programme managers the opportunity to provide feedback on the evaluation process. From the six annexes returned completed, all rated the evaluation as timely, and that the resources allocated to the evaluation exercise were adequate. 83 per cent rated the evaluation findings as relevant and useful. 92 per cent found that the recommendations were pertinent and useful. The lessons learned were found to 100% valid for wider application, beyond the project under evaluation.

Table 1 – Snapshot of follow up on recommendations 2009 (as at 2010-02-26)

1. Recommendation	2. Status	3. Date of completion	4. Department	5. Description of actions taken	6. Status of implementation	7. Date of completion	8. Department	9. Description of actions taken	10. Status of implementation	11. Date of completion	12. Department	13. Description of actions taken
Recommendation 1: The Government should ensure that the public sector is managed in a cost-effective and efficient manner.	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Follow-up on completed evaluations 2009

9. Annex I of the present report provides tabular, detailed information on the follow-up to recommendations for each individual evaluation. It also gives an overview of general timelines for the follow-up, the number of recommendations for each project, the acceptance rates and – to the extent available - the percentage rate of recommendations considered complete and/or that are still under implementation. Additional information is provided on the composition of the evaluation team (ODG/EVA responsible officer and international consultant) for a particular evaluation.

10. During the reporting period, the one-year follow-up cycle was completed for 10 projects, six Integrated Programmes and one thematic programme. Table 2 contains summary information on the review of the relevant management responses.

Table 2 – Management responses with follow-up cycle completed in 2009 (as at 2010-02-26)

Project	Total No. of recs.	Number of recs. responded to	Of which No. of recs. implemented (percentage)	Of which No. of recs. with implementation in progress (percentage)	Of which No. of recs. <u>not</u> implemented / recs. not applicable (percentage)
Global: UNIDO-UNEP Cleaner Production Programme	12	12	0	100	0
IP Mali	30	30	43	47	10
Iraq/Proj. No. FB/IRQ/04/A01	37	37	70	30	0
IP Ghana	25	5	20	80	0
IP Iran	31	31	55	29	16
Ethiopia/Proj. Nos. TE/ETH/04/001, TF/ETH/04/001	21	21	67	9	24
IP Saudi Arabia	3	3	33	67	0
Uganda/Proj. Nos. UE/UGA/04/062, US/UGA/04/062	15	15	7	67	26
IP Sierra Leone	21	21	57	43	0
Nicaragua/Proj. Nos. UE/NIC/05/001, UE/NIC/05/003	20	20	60	40	0

Table 2 (cont.)

Project	Total No. of recs.	Number of recs. responded to	Of which No. of recs. implemented (percentage)	Of which No. of recs. with implementation in progress (percentage)	Of which No. of recs. not implemented / recs. not applicable (percentage)
IP Senegal (Phase II)	18	18	0 (from previous reporting; actual/final response pending ⁴)	11 (from previous reporting; actual/final response pending ⁵)	89 (actual/final response pending ⁶)
ITPO Greece	22	22	9	82	9
ITPO Bahrain	27	11	18 (actual/final information pending ⁷)	82 (actual/final information pending ⁸)	0 (actual/final information pending ⁹)
Peru/Proj. No. UE/GLO/04/158	12	12	17	66	17
Cambodia/NCPC	22	22	68	32	0
Lao PDR/NCPC	24	24	54	46	0
People's Republic of China/Project No. GF/CPR/04/002	13	13	77	15	8
TOTAL	275	250	38	50	12

11. That table shows that 38 per cent of the recommendations responded to were completed and 50 per cent were still under implementation one year after the management response sheet was issued. A total of 12 per cent of the recommendations have not been implemented. The reasons for not implementing a recommendation vary (e.g., a recommendation had originally not been accepted, financing of response action did not materialize, a project/programme was not extended, or actual information on the follow-up to the recommendation is still pending).

⁴ Despite ODG/EVA's efforts to obtain final inputs to the MRS and, thus, allowing ODG/EVA to record the management response cycle as complete, the final response still remains pending.

⁵ *Ibid.*

⁶ *Ibid.*

⁷ Note: The ITPO retreat was held during the Cleaner technologies for economic development forum in Bahrain (2 to 4 February 2009); it was, *inter alia*, intended to give the ITPO Coordination Unit the opportunity to follow-up on recommendations. Thus, enabling the ITPO Coordination Unit to provide consolidated inputs on the outstanding management response sheets for the ITPOs in Italy, France and Bahrain and, in the following to allow completion of the management response cycle. Despite ODG/EVA's numerous efforts to obtain the outstanding MRSs, actual information towards the completion of final inputs to these MRSs are still pending.

⁸ *Ibid.*

⁹ *Ibid.*

III System of management response: Observations and changes

12. With some exceptions, compliance by project/programme managers in following up on recommendations timely continues to be a weak area; this leads us to believe that the system of management response might not be fully accepted or adhered to.

13. Despite continuous efforts on the part of ODG/EVA, using all means of communication, response delays of one to ten months are common. The average delay in the delivery of a management response was 3.4 months. The major reasons for delays remain unchanged (i.e., staff turnover, heavy workload, implementation pressure, low priority for this exercise).

14. The issue of staff turnover and/or reassignments of staff and the resulting changes in responsibility for following up on recommendations requires specific attention. In light of the recent restructuring¹⁰ ODG/EVA requests responsible Branch Directors and/or Officers-in-Charge, Chiefs of Branches/Units to ensure that a prompt hand-over and information/confirmation of successors who will assume the responsibility to follow-up on recommendations is channeled to ODG/EVA. Such practice constitutes a prerequisite to ensure a timely delivery of management responses.

15. It should be noted that very often the usefulness of the management response exercise is questioned by project/programme managers. In particular, the perceived usefulness is weighed against the time available for post-project / programme completion work, the pressure to advance implementation of ongoing projects/programmes and the development of new projects/programmes.

16. The described reactions indicate that further efforts are necessary to create awareness about the usefulness of the follow-up process. In parallel, the onus is on the responsible Branch Directors and/or Officers-in-Charge, Chiefs of Branches/Units

¹⁰ UNIDO Secretariat Structure 2010 (UNIDO/DGB/(O).95/Add.7, dated 26 February 2010)

to ensure that project/programme managers complete management responses as part of their responsibilities.

17. In this connection, ODG/EVA observes that there is a continuous need to inform people about the management response system, and especially when training new staff or briefing staff about evaluation activities.

18. With regard to the intranet entry on follow-up to evaluation recommendations, ODG/EVA has continued its efforts to direct staff to this site with a view to creating greater awareness of the information available through this link.

IV Institutionalizing organizational learning from evaluations

4.1 Effective use of evaluation findings

19. It is recalled that results-based management should serve, inter alia, as a system to ensure that recommendations and lessons learned from evaluations are considered in future projects and programmes. The ODG/EVA online follow-up (monitoring) system can thus be seen as an entry point for obtaining evaluation-related information of particular usefulness for strategic planning purposes or for designing new projects and programmes.

20. ODG/EVA continues to make the lessons learned from evaluations available through the ODG/EVA intranet page, under the header Lessons learned. In parallel, and as a result of intensive consultations with colleagues from PSM/ICM/OC, ODG/EVA is in the process of revising its concept of an electronic lessons learned database to ensure a user-friendly access to information and to facilitate maintenance of the system.

21. During the reporting period, and as an initiative to contribute to improved methods of knowledge management and to promote knowledge sharing, ODG/EVA has established of an electronic retention schedule. Based on examples from other United Nations organizations, the retention schedule was created to ensure that evaluation reports are preserved and kept accessible. It records information on EVA activities and archives EVA evaluation reports from 1978 onwards. The retention schedule has been designed with the aim of bringing together in a single location information to support records and archives management and of simultaneously

facilitating access to EVA records and archives collections. In due course it is intended to enable staff access to this new tool to via the intranet site of ODG/EVA.

4.2 Operational practices

22. Since March 2006¹¹ designated staff members of the Evaluation Group participate in the capacity of advisors in meetings of the Programme Approval Committee and the Quality Advisory Group. Through its participation in these and various other committees, ODG/EVA has an additional opportunity to disseminate findings and conclusions from evaluations.

V Conclusion

23. Except in four instances, all management responses have been collected, however with delays. Given the present circumstances, ODG/EVA will continue to further advocate the use of the management response system and take steps to further increase its usefulness.

¹¹ UNIDO/DGB/p.96, 3 March 2006

FOLLOW-UP ON RECOMMENDATIONS OF EVALUATIONS CARRIED OUT DURING 2006-2009
(Status as at 2010-02-26)

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
IP Algeria	EL GALLAF, M.	OSU/EVA: LOEWE, P. Intl. cons.: VAN OYEN, L. (former UNIDO s/m and UR Tunisia)	Sep-06	Oct-07	Sep-07	16	13	3	81%	0%	
Burkina Faso/ Proj. No. US/BKF/01/189	CISSE, M.	OSU/EVA: LOEWE, P. Intl. cons.: BREMHORST, Gert (Intl. textile expert)	Oct-06	Oct-06	Oct-07	18	15	3	6%	5%	8
IP Ecuador	APPELGREN, G.	OSU/EVA: DOBINGER, J. Intl. cons.: GOMEZ MORA, D. (<i>Inter alia</i> , technology promotion, SME support, org. dev.; worked also with UNDP, DANIDA, EU, CIDA)	Oct-06	Oct-07	Sep-07	20	16	4	90%	10%	
CSF Egypt	MAKIN, Paul	OSU/EVA: LOEWE, P. Intl. cons.: GONZALEZ, O. (former UNIDO s/m and Director, Evaluation Services)	Nov-06	Oct-07		18	17	4	100%	0%	
IP Kenya	VARGHESE, A.	OSU/EVA: MAGLIANI, D. Intl. cons.: GETINET, G. (former Director, Operation Evaluation Dept., The African Development Bank) and SALAZAR DE BUCKLE, T. (former UNIDO s/m)	Nov-06	Oct-07	Oct-07	30	25	5	information only partially provided	information only partially provided	
UNIDO-UNDP Cooperation Agreement pilot phase.	UNIDO Management	OSU/EVA: MAGLIANI, D., LOEWE, P., DOBINGER, J., BERNDL, M. Intl. cons.: GRIFFIN, R. (<i>Inter alia</i> , UNDP/UNOPS, UNESCO, ADB, The World Bank, UN, UNFPA, FAO) and REYNOLDS, M. (<i>Inter alia</i> , UNDP, The World Bank, Asian Development Bank, EC)	Nov-06	Oct-07	Oct-07	23	19	4	100%	0%	

Response cycle completed

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
CSF India	SCHOLTES, P.	OSU/EVA: DOBINGER, J. Intl. cons.: STURMANN, U. (<i>Inter alia</i> , GTZ, TA agencies and intl. NGOs)	May-07	Aug-07	May-08	73	67	6	90%	10%	
Viet Nam / Proj. No. TEME/04/002	TALUY GROSSRUCK, Z.	OSU/EVA: DOBINGER, J. Intl. cons.: KRUFF, A. (inter alia, 25 years of experiences in providing cons. & training services for SMEs & industries, in particular to SME policy formation, setting up support org. for SMEs (incl. intl. trade and E-commerce), private sector dev. incl. business planning, lending progr., privatisation, business twinning & state-owned enterprises restructuring.	May-07	Aug-07	May-08	6	5	1	83%	17%	
Viet Nam / Proj. Nos. TFME/03/001 TFME/04/001 TFME/06/002	TALUY GROSSRUCK, Z.	OSU/EVA: DOBINGER, J. Intl. cons.: DE GOYS, M. (since 09-2007: Director, OSU/EVA)	Jun-07	Aug-07	Aug-08	22	12	10	100%	0%	
Viet Nam / Proj. No. USME/03/083	MIYAKE, T.	OSU/EVA: DOBINGER, J. Intl. cons.: KELLER, D. (<i>Inter alia</i> , proj. & progr. evaluation work, proj. cycle management)	Aug-07	Oct-07	Aug-08	16	12	4	94%	6%	
Bangladesh, Buthan, Maldives, Nepal / Proj. No. TF/RAS/03/001	PADICKAKUDI, Chacko Ouseph	OSU/EVA: LOEWE, P. Intl. cons.: FOSS, I. (<i>Inter alia</i> , UNIDO, NORAD, Sida, DFID, UN/ECE, ISO, CEN, Norwegian Min. for Industry, Norwegian Min. of Foreign Affairs, EU Commission, EFTA, Nordic Council, Nordic Council of Ministers, PCBC (Poland))	May-07	Jul-07	Jul-08	17	17	0	100%	0%	

Response cycle completed

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSL/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Global: GEF-funded UNIDO-UNEP project/Proj. No. GP/GLO/03/012	EISA, M.	OSL/EVA: DOBINGER, J. Intl. cons.: CHOONG KWET YIVE N. S. (inter alia, UNDP; Member of the Env. Adv. Council that adv. Minister of Env. of Mauritius on any issue conc. env. problems; Member of Technical Advisory Committee on Pesticide Residues in Food; Sub-task Co-ordinator for inventory of Ind. (PCB mainly) & Unintentional POPs (PCDD/Fs) in Mauritius. Task Manager for Phase III of the POPs project	Jul-07	Aug-07	Jul-08	4	4	4	100%	0%	
Global: UNIDO-UNEP Cleaner Production Programme	LEUENBERGER, Heinz	OLS/EVA: DOBINGER, J. Intl. cons.: VAN BERKEL, R. (Team leader) - Unit Chief, UNIDO, PTC/EMB/PTU), MEYER, M. (Team member) - inter alia, - <i>inter alia</i> , Swiss State Secretariat for Economic Affairs - responsible for relations with multilateral entities (World Bank, Reg. Dev. Banks, UNCTAD, UNIDO, ITC, commodity organizations) & for the Secretariat's bilateral dev. coop. program; and SCHNITZER, H. (Team member) - <i>inter alia</i> , University Professor, Graz University of Technology	May-08	Jun-08	May-09	12		12	83% (plus 17% of partially accepted rec.)	0%	
Argentina/Proj. Nos. UE/ARG/04/129, US/ARG/02/129, US/ARG/04/129	HUBBARD, D.	OLS/EVA: DOBINGER, J. Intl. consl.: TOMASIN, G. (Inter alia, UNIDO, FAO, The World Bank, EU, EBRD, European Commission agencies)	Nov-08	Apr-08	Dec-08	11	10	1	56% (plus 27% of partially accepted rec.)	9%	

Response cycle completed

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Italy / UNIDO Investment and Technology Promotion Office in Italy	AKHVLEDIANI, Y.	OSU/EVA: LOEWE, P. Natl. cons.: LORENZONI, M. (<i>inter alia</i> , three relevant evaluations for UNCTAD, IFC, EU/Moldavia)	Jul-07	Dec-07	Jul-08	20	13	10	85% (plus 15% of partially accepted rec.)	See comment below - (3)	
France / UNIDO Investment and Technology Promotion Offices in France	AKHVLEDIANI, Y.	OSU/EVA: LOEWE, P. Natl. cons.: SANSOUCY, L. (<i>inter alia</i> , Former Director of the French Investment Promotion Office in Milano (1992 – 2001))	Aug-07	Dec-07	Aug-08	16	16	8	50% (plus 6% of partially accepted rec.)	See comment below - (3)	
Japan/UNIDO Investment and Technology Promotion Offices in Japan	AKHVLEDIANI, Y.	OSU/EVA: LOEWE, P. Intl. cons.: NAVRATIL, J. (former UNIDO s/m - Evaluation services); Natl. cons. & donor representative: TANAKA, H.	Aug-07	8-Apr	Aug-08	24	11	13	71%	29%	
IP Mali	CISSE, M.	OSU/EVA: LOEWE, P. Intl. cons.: -	Jan-08	Apr-08	Jan-09	30	0	0	67% (plus 30% of partially accepted rec.)	3%	
IP Iran	GONG, W.	OSU/EVA: LOEWE, P. Intl. cons.: -	Jan-08		Jan-09	31	31	0	74% (plus 3% of partially accepted rec.)	7%	
Iraq/Proj. No. FB/IRQ/04/A01	JENANE, C.	OSU/EVA: LOEWE, P. Intl. cons. (contracted by UNIDO): SLAMA, M. (<i>inter alia</i> , former Director at IFAD, Near East, North Africa and East European Division) and GRUNEWALD, M. (contracted by FAO, <i>inter alia</i> , work with FAO, IFAD, ADB, UNWFP)	Feb-08	Apr-08	Feb-08	38	23	15	92% (plus 5% of partially accepted rec.)	3%	
IP Ghana	LEVISSIANOS, A. ⁴	OSU/EVA: DOBINGER, J. Intl. cons.: GETINET, G. (<i>inter alia</i> , former Director, Operation Evaluation Dept., The African Development Bank)	Apr-08	May-08	Apr-09	25	17	8	16% (plus 4% of partially accepted rec.). Note: Response received was incomplete	0%	

Response cycle completed

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Ethiopia/Proj. Nos. TE/ETH/04/001, TF/ETH/04/001	CALABRO IN BELLAMOLI, A.	OSU/EVA: DE GOYS, M. Intl. cons.: McCALLIN, T. A. (<i>inter alia</i> , UNIDO, APDF, ITC, USAID, CDC, Landell Mills (UK), CUOA (Italy), CDE (EU))	Mar-08	Apr-08	Mar-08	20	7	13	90% (plus 5% of partially accepted rec.)	5%	
IP Saudi Arabia	EL GALLAF, M.	OSU/EVA: LOEWE, P. Intl. cons. KRUFT, A.	Oct-08	Dec-08	Oct-09	3	3	0	100%	0%	
Uganda/Proj. Nos. UE/UGA/04/062, US/UGA/04/062	KREISSLER, B.	OSU/EVA: DE GOYS, M. Intl. cons.: VLAAR, T. (<i>inter alia</i> , consultancy for intl. proj. ICT, Training, Counselling, Dev. Coop. Proj. Auditing and linkages; E-learning, Database management consulting/coaching; management info. Systems in African countries)	Oct-08	Oct-08	Sep-09	15	15	0	73% (plus 13% of partially accepted rec.)	7%	
IP Sierra Leone	KOROMA, J.	OSU/EVA: DE GOYS, M. Intl. cons. -	Sep-08	Oct-08	Sep-09	21			76% (plus 19% of partially accepted rec.)	5%	
IP Senegal (Phase II)	CISSE, M.	OSU/EVA: LOEWE, P. Intl. cons.: VAN OYEN, L. (<i>inter alia</i> , former UNIDO s/m and UR Tunisia)	Oct-08		Oct-09	18	18	18	61% (plus 28% of partially accepted rec.)	11%	
Nicaragua/Proj. Nos. UE/NIC/05/001 and UE/NIC/05/003	CEGLIE, Giovanna	OSU/EVA: DOBINGER, J. Intl. cons.: BAIRES TURCIOS, O. A. (<i>inter alia</i> , OXFAM CANADA, SWISSAID, NORAD / ASDI / DANIDA)	Nov-08	Dec-08	Nov-09	20	20	8	90% (plus 10% of partially accepted rec.)	0%	
ITPO Greece	AKHVLEDIANI, Yuri	OSU/EVA: DE GOYS, M. Intl. cons.: NAVRATIL, J. (former UNIDO s/m - Evaluation services)	July-08	Aug-08	July-09	22	9	16	86%	14%	
ITPO Bahrain	AKHVLEDIANI, Yuri	OSU/EVA: DE GOYS, M. Intl. cons.: NAVRATIL, J. (former UNIDO s/m - Evaluation services)	Nov-08	Nov-08	Nov-09	27	11	16	41%	0%	5

Response cycle completed

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Peru/Proj. No. UE/GLO/04/158	CEGLIE, G.	OSU/EVA: DOBINGER, J. Intl. cons.:	Nov-08	Dec-08	Nov-09	12	12	6	83%	17%	
Cambodia/NCPC	LEUENBERGER, Heinz	OSU/EVA: DOBINGER, J. Intl. cons.: KELLER, D. (Inter alia, proj. & progr. evaluation work; proj. cycle management)	Nov-08	Dec-08	Nov-09	23	5	5	72%	26%	
Lao PDR/NCPC	LEUENBERGER, Heinz	OSU/EVA: DOBINGER, J. Intl. cons.: KELLER, D. (Inter alia, proj. & progr. evaluation work; proj. cycle management)	Nov-08	Dec-08	Nov-09	24	18	6	71%	25%	
People's Republic of China/Project No. GF/CPR/04/002	PENG, Z.	OSU/EVA: DOBINGER, J. Intl. cons.: NEE, S. G. K. Y.	Nov-08	Dec-08	Nov-09	13	13	9	77%	23%	

Response cycle not completed

IP Burkina Faso (Phase II)	CISSE, M.	OSU/EVA: DE GOYS, M. Intl. cons.: VAN OYEN, L. (former UNIDO s/m and UR Tunisia)	Mar-09	Apr-09 (Response PENDING)	Mar-10	58	46	31	PENDING - (4)	PENDING	PENDING
CSF Indonesia (Phase II)	FAROOQUE, I.	OSU/EVA: LE, T. T., and the UR and Head Reg. Office in THA: FUJINO, A. Intl. cons.: POOL, F. (Inter alia, expert on sustainable energy and climate change mitigation and environmental research, policy development, policy advisor, monitoring and evaluation roles, in particular GEF)	Apr-09	May-09	Apr-10	35	35	0	80% (plus 17% of partially accepted rec.)	3%	
IP Uganda (Phase II)	TOMMY, D.	OSU/EVA: DE GOYS, M., and UR in URT: SCOTT, Patricia Intl. cons.: TARNUTZER, A. (Inter alia, investment and climate promotion, PPP, PSD, SME prom.; local economic development)	Mar-09	Jan-10	Mar-10	36	36	17	92%	0%	

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Mozambique / Project Nos. US/MOZ/05/001, US/MOZ/05/A01	VENTO, E.	OSU/EVA: LOEWE, P. Intl. cons.: KELLER, D. (<i>Inter alia</i> , proj. & progr. evaluation work, proj. cycle management), and BENNETT, B. (<i>Inter alia</i> , trade economist, policy analysis, evaluation, worked also with Dfid)	May-09	Jan-10	May-10	28	19	9	79% (plus 21% of partially accepted rec.)	0%	
United Republic of Tanzania / Project No. US/URT/05/002	DOLUN BORA, M.	OSU/EVA: LOEWE, P. Intl. cons.: KELLER, D. (<i>Inter alia</i> , proj. & progr. evaluation work, proj. cycle management), and BENNETT, B.	May-09	Jan-10	May-10	27	18	9	63% (plus 30% of partially accepted rec.)	0%	
Global/Thematic review: UNIDO Projects for promotion of small hydro power for productive use	MONGA, P.	OSU/EVA: LOEWE, P. Intl. cons.: -	Jun-09	Jul-09 (Response PENDING)	Jun-10	5	5	0	PENDING - (4)	PENDING	PENDING
Ethiopia/IP Ethiopia (Phase II)	TOMMY, D.	OSU/EVA: DOBINGER, J. Intl. cons.: PIETROBELLI, C.	Jul-09	Aug-09	Jul-10	41	41	4	95% (plus 5% of partially accepted rec.)	0%	
South Asian LDCs UNIDO projects in Bhutan, Bangladesh, Nepal and Maldives / Proj. No. TE/RAS/07/001	PADICKAKUDI, Chacko Ouseph	OSU/EVA: LOEWE, P. Intl. cons.: BENNETT, B. (<i>Inter alia</i> , trade economist, policy analysis, evaluation, worked also with Dfid)	Aug-09	Nov-09	Aug-10	34	34	34	91% (plus 6% of partially accepted rec.)	3%	
Implementation of the Cooperation Agreement between UNIDO and UNDP	UNIDO Management - (5)	OSU/EVA: DE GOYS, M., DOBINGER, J. Intl. cons.: ZOLLINGER, U. (<i>Inter alia</i> , Multilateral development cooperation, evaluation, UN cooperation), and SKAALAND, A. (Private sector development)	Aug-09	Feb-10	Sep-10	12	12	0	33% (plus 33% of partially accepted rec.)	0%	3
Uganda/Proj. No. TF/UGA/05/003	HIEROLD, Juergen	OSU/EVA: DE GOYS, M. Intl. cons.: TARNUTZER, A. (<i>Inter alia</i> , investment and climate promotion, PPP, PSD; SME prom.; local economic development)	Sep-09	Jan-10	Sep-10	10	10	4	90%	10%	

Programme/project // Proj.No.	Team leader / responsibility	Evaluation team	Delivery of evaluation report & management response sheet by OSU/EVA [Date]	Management response to recommendations (completed by team leader) [Actual delivery date / Management response]	Follow-up report by team leader on action taken [Expected delivery date / Report]	Total no. of rec.	No. of rec. to UNIDO - (1)	No. of rec. to others - (1)	Acceptance (2) of recommendations (in percent)	Non-acceptance (2) of recommendations (in percent)	Comments missing and not clear (in percent)
Uruguay/Project Nos. UE/URU/04/106, UE/URU/04/A06, UE/URU/04/B06	PATACCONI, G. , KULUR, M. , RUSSO, F.	OSU/EVA: DOBINGER, J. Intl. cons.: GOVEZ MORA, D. (<i>Inter alia</i> , technology promotion, SME support, org. dev., worked also with UNDP, DANIDA, EU, CIDA)	Oct-09	Feb-10	Oct-10	18	16	2	0% (plus 33% of partially accepted rec.)	0%	
Syrian Arab Republic/IP Syrian Arab Republic: Made in Syria	KABALAN, Lamis	OSU/EVA: LE, T. T. Intl. cons.: DYCE, T. (<i>Inter alia</i> , specialist in SME and PSD) and PAPULI, G. (nominated by the Italian Government; former UNIDO s/m and UR Lebanon)	Dec-09	Feb-10	Dec-10	25	25	23	32% (plus 60% of partially accepted rec.)	0%	
Cambodia - Lao PDR - Viet Nam: SMTQ, Phase II/Proj. No. TE/RAS/06/001	MIYAKE, T.	OSU/EVA: LOEWE, P. Intl. cons.: KELLER, D. (<i>Inter alia</i> , proj. & progr. evaluation work; proj. cycle management)	Oct-09	Feb-10	Dec-10	11	11	0	37% (plus 27% of partially accepted rec.)	18%	
ITPO Beijing	AKHVLEDIANI, Y.	OSU/EVA: DE GOYS, M. Intl. cons.: NAVRATIL, J. (former UNIDO s/m - Evaluation services);	Dec-09	Jan-10 (Response PENDING)	Jan-11	25	10	17	PENDING - (4)	PENDING	PENDING
ITPO Shanghai	AKHVLEDIANI, Y.	OSU/EVA: DE GOYS, M. Intl. cons.: INGRAM, A. (former UNIDO s/m - Financial Services);	Dec-09	Jan-10 (Response PENDING)	Dec-10	17	8	9	PENDING - (4)	PENDING	PENDING

(1) Note: Some recommendations are directed to both, UNIDO and others and, thus, have been recorded under both entries. Therefore, the total number of recommendations might not tally.

(2) Note: Percentages have been calculated on the basis of recommendations responded to and not on the total No. of recommendations issued

(3) Response (final input) to MRS is pending

(4) Response (first input) to MRS is pending

(5) Note: A joint MRS was distributed by UNIDO (ref. GC.13/7) during GC.13 and by UNDP (DP/2009/33); responses to the MRS have been received from PSM/OMD and PTC/OMD