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**Evaluation Group**

WORK PROGRAMME

FOR 2008/2009

14 March 2008

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## Decision Points for Consideration by the Executive Board

The present document seeks the decision of the Executive Board on the following points:

1. In principle, agreement on a continuation of the Evaluation Group (OSL/EVA) strategy towards more **thematic evaluations and increased focus on assessing results and impact at aggregate levels**. This in order to contribute to organizational learning and to the results-based reporting requirements of the Organization. At the same time the 2008-2009 Work Programme (WP) encompasses **evaluations** of stand-alone projects and Integrated Programmes, **in accordance with the requirements of the Guidelines for the Technical Cooperation Programme and Project Cycle (TC Guidelines)**.
2. Agreement on an overarching lessons-learned study; **What has UNIDO done to reduce poverty – evidences from UNIDO evaluations**, on an evaluation covering **UNIDO's Field Mobility Policy**, on a **meta-evaluation** to extract and disseminate generic lessons learned from evaluations of **Integrated Programmes and Country Service Frameworks**, on a **meta evaluation of Investment Technology Promotion Offices (ITPOs)**, on a **thematic evaluation of International Technology Centres** as well as **thematic evaluations on Trade Capacity Building, Cluster Development and Human Security/Post-crisis rehabilitation projects in Iraq and Lebanon**.
3. This overall budget would cover the evaluation of 1 Country Service Framework (CSF), 7 Integrated Programmes (IPs) and a meta evaluation of IP evaluations carried out during the biennium, thematic evaluations of International Technology Centres, trade capacity building, cluster development and human security/post-crisis rehabilitation and a process evaluation on UNIDO's Field Mobility Policy. Each evaluation will be substantiated by detailed terms of references on the basis of which a PAD will be established and implemented, in accordance with UNIDO rules and procedures. The same procedure has been applied under the last three biennia (2002/2003, 2004/2005 and 2006/2007).
4. Agreement on **joint activities** with the United Nations Evaluation Group and with **international funding agencies**, mainly the Montreal Protocol (MP) and the Global Environment Facility (GEF). **Allocation of a budget to support evaluation capacity development of partner Ministries and field staff** is also included.

**NB: Funds for the 2008 evaluations need to be allocated promptly.**

The budget has been established with the assumption that costs for evaluating stand-alone TC projects will be covered by project budgets, as per the instructions of the TC Guidelines.

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## 1. Background and introduction

The present Work Programme (WP) and provisional budget of the Evaluation Group (OSL/EVA) covers the 2008/2009 biennium and serves three main purposes:

1. to provide a planning instrument for OSL/EVA;
2. to provide information on evaluations planned by OSL/EVA;
3. to ensure that evaluation budgets will be available (from the project budgets) for projects for which, according to the Guidelines for the Technical Co-operation Programme and Project Cycle, an evaluation is required;
4. to substantiate the request for funding for IP/CSF, programme, thematic, meta and process evaluations.

The bases for the Work Programme are the **UNIDO Evaluation Policy** and the **UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle (TC Guidelines)**. According to the TC Guidelines, independent evaluations are mandatory for all Integrated Programmes involving an amount in excess of € 1 million or being considered for extension into a new phase entailing more than € 1 million and for projects with UNIDO inputs (budget without support costs) exceeding € 1 million or those being considered for extension in excess of € 0,7 million. Moreover, evaluations are to be conducted according to evaluation requirements and mechanisms established in the funding agreement with a donor or when specific circumstances warrant this.

Other criteria used, in establishing this Work Programme, have been a request for evaluation from a Government, a donor or from UNIDO management and for projects/programmes where there is a specified evaluation requirement in the project/programme document. Priority has been given to larger IPs and CFSs, which have not been evaluated during the last few years and to IPs that have never been evaluated. Funds from the UNIDO Regular Budget are needed for the **evaluation of 7 IPs and 1 CSF**, as these do not, contrary to TC projects, have budget provisions for evaluations.

OSL/EVA will continue its effort to disseminate lessons learned from past IP evaluations by developing a user-friendly document highlighting the most pertinent issues and presenting these in workshops with various branches.

The Work Programme covers **thematic evaluations** and **programme evaluations** in relation to UNIDO's **strategic development priorities** or areas where UNIDO encompasses core competence, a leadership position and an ability to substantially contribute to the achievement of national, regional or global development objectives. Furthermore, the Work Programme includes **evaluations of programmes, themes and processes** where it is felt that an evaluation could significantly contribute to internal and external learning.

In this respect, a **thematic evaluation** is defined as an evaluation of a selection of development interventions, all of which address a specific development priority that cuts across countries, regions and sectors while a **programme evaluation** is defined as an evaluation of a set of interventions marshalled to attain specific global, regional, country or sector development objectives.

In other cases **meta evaluations**, or evaluations designed to aggregate findings from a series of evaluations are being foreseen. A **process evaluation**, to look at the internal dynamics of implementation, policy instruments and management practices is envisaged, in order to assess implementation of **the Field Mobility Policy**.

For the first time and due to the fact that UNIDO has now been given direct access to GEF funding, a UNIDO evaluation of a **GEF project** is included in the WP. This will assist in promoting UNIDO's credibility vis-à-vis the GEF. In addition, EVA will continue to closely follow evaluations of UNIDO projects for which it does not have an overall responsibility and that are implemented by GEF. This in order to be able to draw on the findings and lessons learned. Moreover, in cases where UNIDO's learning needs are not fully satisfied by these evaluations, in terms of assessments of achievement of objectives and outcomes of strategic relevance to UNIDO, complementary reviews will be initiated by EVA.

**Projects of the Montreal Protocol (MP)** are subject to specific evaluation procedures, defined by the Multilateral Fund and UNIDO interventions are covered by evaluations carried out by the MP Secretariat. However, since all projects implemented by UNIDO fall under its responsibility and the MP projects encompass a large part of UNIDO's technical assistance portfolio, it is vital to capture lessons learned and best practices, for the purpose of organizational learning. Furthermore, it is important for UNIDO to, systematically, access information about results and outcomes, in line with its Results Based Management (RBM) Policy and Implementation Strategy and to convey this information to various stakeholders. It is therefore proposed that a budget is allocated for an annual desk review of UNIDO completion reports and of MP evaluation reports (encompassing UNIDO interventions). The purpose of these reviews will be to extract lessons learned, information on UNIDO's contribution to development results and impact and other strategic information. EVA also intends to participate, as an observer, in one MP evaluation per year.

EVA will continue its dialogue with the evaluation offices of the Montreal Protocol and of the GEF in order to ensure that lessons learned from the evaluations of these funds are fed back to UNIDO and that UNIDO's evaluations and this include self evaluations meet the standards adhered to by these funds.

Finally, EVA, in its support to the principles of Results Based Management (RBM) has developed a RBM matrix, provided as ANNEX A, to guide the implementation of the Work Programme.

The Work Programme has been established going through the following steps:

- A preliminary review of programmes, projects and themes, according to the above criteria and a review of data from the UNIDO Infobase and Agresso;
- An IOM to Managing Directors of PCF, PSM and PTC (30 October 2007) soliciting information on interventions due for evaluation or for which an evaluation would be appropriate;
- Development of a Draft Evaluation Work Programme;
- Consultations with Directors and Unit Chiefs on programmes/areas for which thematic or programme evaluations are proposed;
- Circulation of the Draft Evaluation Work Programme to Managing Directors, the Chief of Cabinet and Director of OSL and the Director of the Office of Internal Oversight Services;
- Review of comments and amendments and discussions of outstanding issues, themes and priorities;
- Finalization of the Evaluation Work Programme and Provisional Budget and submission to the Executive Board.

## 2. Work Programme Priority Areas

The Work Programme continues OSL/EVA's move towards more **thematic and programme evaluations** in its attempt **to contribute to technical cooperation effectiveness and efficiency**, the strategic planning process and policy-making within UNIDO. These evaluations are particularly relevant for the implementation of the RBM Implementation Strategy and its focus on performance and achievement of outputs, outcomes and impact and the need to report on results at various levels.

Thus, in the era of results orientation it will be increasingly important to feed **information on past performance and results** into strategic planning, with the objective of continuously heighten the performance and relevance of UNIDO's activities. OSL/EVA intends to review the standard Terms of References used for evaluations and bring them more in line with the DAC evaluation criteria and increase their results-focus. It is expected that this will **support the implementation of the RBM Strategy of UNIDO** and, indirectly, contribute to the adoption and effective use of RBM principles and approaches within UNIDO. Within the attempt to strengthen the results-orientation of UNIDO's evaluation activities, OSL/EVA will continue its efforts of refining its methodology for impact evaluations and of piloting impact evaluation tools.

More specifically, the Work Programme encompasses; a **meta-evaluation** to extract and disseminate generic lessons learned from 12 evaluations of **Integrated Programmes and Country Service Frameworks**, a **meta evaluation of ITPOs**, thematic **evaluations of Trade Capacity Building, Cluster Development, Human Security Projects in Iraq and Lebanon** and **International Technology Centres**. A policy-oriented process evaluation will cover **the Field Mobility Policy**. Finally, the Work Programme entails stand-alone TC project evaluations and annual desk reviews of Montreal Protocol projects.

Ultimately, the Work Programme can be viewed as a serious attempt to capture UNIDO's effectiveness in contributing to the achievement of the MDGs and in respect to poverty reduction. This can also be seen in the light of the increasing demand, from UNIDO's partners, to **show results in terms of achieving established and relevant objectives**. This is of particular relevance to UNIDO's Major Programme C: Poverty Reduction through Productive Activities but considering that poverty reduction can also be seen as an ultimate objective of trade capacity building, that there are clear poverty dimensions of energy and environment programmes and that many of the cross-cutting programmes have a distinct poverty perspective, OSL/EVA intends to mainstream the poverty reduction issue in all its evaluations and, towards the end of the biennium, develop a lessons-learned document with the working title "**What has UNIDO done to reduce poverty – evidences from UNIDO evaluations**". In addition to being able to inform UNIDO stakeholders about the impact of UNIDO interventions, this study also has the purpose of identifying benchmarks and best practices as well as weaknesses in the planning, monitoring and reporting systems and, as such, contribute to the implementation of the RBM Implementation Plan.

Efforts to increase the usefulness of evaluations and their contribution to organizational learning will be reinforced and OSL/EVA will continue to participate, in an advisory capacity, in the Quality Advisory Group and the Project Approval Committee. In addition, OSL/EVA will review the usefulness of the Management Response mechanism and the effectiveness of recommendations and the use of "lessons learned" and thus the quality of learning by assessing the recurrence of problems flagged and similar recommendations made. OSL/EVA will continue its support to the full implementation of Results Based Management (RBM) in UNIDO and

this includes providing guidance for the implementation of the RBM training organized by the Human Resource Management Branch.

The **active involvement in the United Nations Evaluation Group (UNEG)** will continue and is of particular importance today in view of present initiatives to harmonize the UN system and OSL/EVA will closely follow initiatives in relation to the development of a UN-wide Evaluation System and the Delivering as One pilot evaluations. The possibility for joint-evaluations with other UN or development agencies will be looked into. Collaboration will also be initiated with donors and with host country Governments for increased ownership of the evaluation process. Resources are specifically allocated for the strengthening of evaluation capacities of partner ministries.

In summary, the Work Programme includes the following evaluations and activities:

- Evaluations of IPs/CFs and stand-alone projects
- Thematic, programme, meta and process evaluations
- Desk review of MP projects and OSL/EVA participation as observer in MP evaluations
- Participation of OSL/EVA in activities and evaluations initiated by the UN Evaluation Group, GEF and the MP
- Support to the full implementation of RBM within UNIDO
- Collaboration with partner governments and Field Offices on how to strengthen evaluation functions

More precise information, in respect to the evaluations due and planned in 2008 and 2009, is given in Chapter 3, below. Annex B provides an overview of the present staffing situation and of the tasks presently assigned to OSL/EVA. Regular budget funds will be needed to implement the Work Programme, mainly to cover costs for external consultants and travel.

It is likely that additional programmes and projects will come up for evaluation during the biennium, through the request of a government, a donor or UNIDO management and that there might be a need to revise the WP and budget. In any event, the WP and budget will be revisited, half way through, at the end of 2008.

### **3. Evaluations planned for 2008 and 2009**

#### **3.1 UNIDO evaluations**

As concerns evaluations of technical cooperation programmes and projects, an effort has been made to cover thematic priorities of UNIDO and namely **Poverty reduction through productive activities, Trade capacity building, Energy and environment** as well as **Crosscutting programmes**. Table 1 below, provides an overview of the evaluations planned for the various thematic areas.

The **evaluations of IPs/CFs continue** with 8 evaluations to be carried out in 2008 (including 4 IP evaluations carried forward from the 2007 Work Programme and Budget). Table 2 below provides more specific information on the IP and CSF evaluations. A **meta evaluation** to aggregate findings from the **IP** evaluations implemented in 2008 and 2009 will be carried out towards the end of 2009. As



mentioned above, many of the IPs to be evaluated include projects with separate evaluation requirements. In order to ease the burden of Governments and of UNIDO, the project evaluations, will, to the extent possible, be carried out at the same time as the IP evaluation, with the project evaluation consultant being part of the IP evaluation team and with the project evaluation report being annexed to the IP evaluation report.

Moreover, in cases where there were a substantial number of stand-alone projects for which an evaluation will be required, these have been grouped under a **thematic evaluation** in order to rationalize the work involved and enable the provision of more policy or strategic recommendations and learning opportunities. This is the case for **trade capacity building**, where 5 TC projects require evaluations according to the TC Guidelines, for 6 **cluster development** projects and for **human security/post-crisis rehabilitation projects in Iraq and Lebanon** where 7 projects are due for evaluation. As one trade capacity building and one cluster development project form part of the Senegal IP, evaluated in February 2008, these thematic evaluations were piloted during this IP evaluation.

In addition, the WP incorporates a **meta-evaluation of ITPOs**, evaluated during this coming biennium but also during the previous ones. This meta (desk) evaluation will aggregate the findings and identify lessons learned from the ITPO evaluations as well as assess the continuous relevance of the ITPO mechanism.

The over-riding impact-oriented desk review “**What has UNIDO done to reduce poverty – evidences from UNIDO evaluations**”, will use findings and information from the whole spectrum of evaluations undertaken during the biennium. OSL/EVA’s work on the development of tools for impact evaluations will be fed into this review.

**Table 1 Overview of evaluations planned for 2008 and 2009**

<b>What has UNIDO done to reduce poverty – Evidence from UNIDO evaluations</b>			
<i>Poverty reduction through productive activities</i>	<i>Trade-capacity-building</i>	<i>Energy and environment</i>	<i>Cross-cutting programmes and country level coherence</i>
<p><b>2008</b>  <b>Meta evaluation ITPOs</b>, including 2 evaluations carried out in 2008</p> <ul style="list-style-type: none"> <li>- <b>Thematic evaluation cluster development projects</b></li> <li>- <b>Stand-alone project evaluations</b> – see Table 3</li> </ul> <p><b>2009</b>  <b>Stand-alone project evaluations</b>, see table 3</p>	<p><b>2008</b>  - <b>Thematic evaluation of trade capacity building projects</b></p>	<p><b>2008</b>  - <b>Evaluation of the GEF financed China implementation of the Stockholm Convention</b></p> <ul style="list-style-type: none"> <li>- <b>Desk review of MP projects</b> coming to an end in 2008</li> </ul> <p><b>2009</b>  - <b>Desk review of MP projects</b> coming to an end in 2009</p>	<p><b>2008</b>  - 8 <b>IPs</b> (4 carried over from 2007 budget) and 1 <b>CSF</b> see Table 2</p> <p><b>2009</b>  - Process evaluation of the <b>Field Mobility Policy</b></p> <ul style="list-style-type: none"> <li>- <b>Thematic evaluation of International Technology Centres</b></li> <li>- <b>Thematic evaluation of human security/post-crisis rehabilitation projects</b> in Iraq and Lebanon (will be initiated in 2008)</li> <li>- 4 <b>IP s</b>; see Table 2 below + <b>meta IP desk evaluation</b></li> </ul>

Information on the **IPs and CFSs** proposed for evaluation and the envisaged year is provided in Table 2 below.

**Table 2 – Evaluation of Integrated Programmes and Country Service Frameworks**

<b>Country</b>	<b>Remarks</b>	<b>Proposed year of evaluation</b>
Bangladesh (I)	Includes four large-scale projects to be part of the evaluation.	2009
Burkina Faso (II)	PCF proposal.	2008
Cameroon (I)	PCF proposal.	2009
Cuba (II)	PCF proposal.	2009
Ethiopia (II)	PCF proposal.	2008
CSF Indonesia (phases I and II)	Request from the UR.	2008
Saudi Arabia (I)	Budget carried over from 2006/07 Work Programme.	2008
Senegal (II)	Management request. Budget carried over from 2006/07 Work Plan. Includes two trade capacity building projects that need evaluation.	2008
Sierra Leone (I)	Budget carried over from 2006/07 Work Programme.	2008
Sudan (I)	Large size.	2009
Syrian Arab Republic (I)	PCF proposal. Budget carried over from 2006/07 Work Programme.	2008
Uganda (II)	PCF proposal.	2008
<b>TOTAL</b>		

Information regarding the stand-alone TC projects, for which an independent evaluation is required, is provided in Table 3.

<sup>1</sup> Funds to be allocated by the EB are preliminary, Components may also be evaluated from project budgets, in cases evaluation funds are foreseen. Standard cost estimates are given in Table 5.

**Table 3 – Evaluations of stand-alone TC projects**

Country/ region	Project No. and title		Remarks	Proposed year of evaluation	Evaluation budget (source)
<b>Project part of IP</b>					
Afghanistan	FB/AFG/04/003 - Emergency customs modernization and trade facilitation project: Support for establishing the Afghan National Standards and Metrology Authority (Phase 1)		PTC request. Part of thematic trade capacity building evaluation, see table 4.1	2008	The evaluation could be carried out in cooperation with the World Bank, currently interested in financing phase 2 of the project
Bangladesh	EE/BGD/05/002 EU/BGD/05/002 - Bangladesh quality support programme		Part of thematic trade capacity building evaluation, see table 4.1	2008	Funded from project budget
China P. R.	GF/CPR/04/002 - Building the Capacity of the People's Republic of China to implement the Stockholm Convention on POPs and develop a national implementation plan		UNIDO has direct access. Evaluation mandatory	2008	Funded from project budget
Lao People's Democratic Republic	US/LAO/03/049 - Promotion of cleaner industrial production in the Lao People's Democratic Republic		PTC request	2008	Funded from project budget
Cambodia	US/CMB/03/048 - Promotion of cleaner industrial production in Kingdom of Cambodia		PTC request	2008	Funded from project budget
Senegal	EE/SEN/05/002 - Appui au micros activités économiques urbaines		Will be part of IP evaluation and feed into Thematic evaluation of the Cluster Programme	2008	Carried over from 2006/07
Tanzania	US/URT/05/002 - Enhancing the capacities of the quality infrastructure on TBT/SPS for Trade		Requested by donor before second phase. Part of thematic trade capacity building evaluation, see table 4.1	2008	Funded from project budget
Uganda	UE/UGA/04/062 - Strengthening the Uganda Business Information Network II		According to the project document, carried over from 2006/07 Work Plan	2008	Funded from project budget
Cuba	US/CUB/04/151 - Transfer of EST for cleaner management of municipal solid waste (MSW) in Havana City and "tourist poles" - Pilot demonstration project		Will form part of IP evaluation	2009	Funded from project budget
Palestine	TE/PAL/05/001 - Technology transfer for "Recycling of building material waste" a platform for production of low-cost construction products		Evaluation required according to TC Guidelines	2009	Funded from project budget

Table 3 – Evaluations of stand-alone TC projects (cont.)

Country/ region	Project No. and title	Total allotment in US\$	Remarks	Proposed year of evaluation	Evaluation budget (source)
<b>Non-IP project</b>					
Global	TE/GLO/05/015, TF/GLO/05/015 - Strengthening the local production of generic drugs in LDCs through the promotion of SMEs, business partnerships, investment promotion and S-S cooperation		PTC request	2008	Funded from project budget
Iraq	<u>FB/IRQ/04/003</u> - Rehabilitation of the dairy plant <u>FB/IRQ/06/003</u> - Rebuilding food safety and food Processing industry capacity in Iraq <u>FB/IRQ/07/004</u> - Enterprise development and investment promotion in the SME sector in Iraq <u>FB/IRQ/06/002</u> - Community livelihoods and micro- industry support project in rural and urban areas in North Iraq <u>FB/IRQ/06/A02</u> - Community livelihoods and micro- industry support project in rural and urban areas in North Iraq - FAO component <u>FB/IRQ/07/001</u> - Community livelihoods and micro- industry support <u>FB/IRQ/07/A01</u> - Community livelihoods and micro- industry support project (CLARIS) <u>FB/IRQ/07/003</u> - Rehabilitation of the date palm sector in Iraq		Large size projects with mandatory evaluations. Part of thematic evaluation, see table 4.2	2008 and 2009	Funded from project budgets
Latin America + Global	FI/RLA/06/001 UE/GLO/04/162 UE/GLO/07/009 - Global sustainable energy island initiative		PTC request	2009	Funded from project budget
Lebanon	FB/LEB/07/001 - Support for livelihoods and economic recovery in war-affected areas		Evaluation is mandatory. Part of thematic evaluation, see table 4.2	2009	Funded from project budget
Turkey	TF/INT/03/002 - Establishment and operation of the International Centre for Hydrogen Energy Technology (ICHET)		Evaluation is mandatory.	2009	Funded from project budget

As concerns the “wider” evaluations, the meta evaluation of IP programmes will be carried out by OSL/EVA staff members. As to the Thematic Trade Capacity Building evaluation, funds to complement the project evaluation budget allocations will be needed in order to prepare the synthesis report. This will also be the case for the thematic evaluation of Human Security/ Post-Crisis Rehabilitation in Iraq and Lebanon and for the thematic evaluation of the Cluster Development programme. Moreover, funds will be needed for the meta evaluation of ITPOs and for the Montreal Protocol desk review. More detailed information in relation to the meta, thematic, programme and process evaluations is found below in tables 4, 4.1, 4.2, 4.3 and 4.4.

**Table 4 – Overview: Meta, thematic, programme and process evaluations**

Theme	Remarks	Proposed year of evaluation	Funds (XP/XA)* (in euro)
<u>Impact-oriented desk study</u> : What has UNIDO done to reduce poverty – evidences from UNIDO evaluations	Will use findings and information from all evaluations and integrate activities to develop methods and tools for impact evaluations	2008 and 2009	
<u>Meta-evaluation</u> : UNIDO Integrated Programmes and dissemination of lessons learned	This desk evaluation will aggregate the findings and identify lessons learned from the IP evaluations carried out during the biennium (table 2 refers). Will be done by EVA staff members.	2009	
<u>Process evaluation</u> : Field Mobility Policy	Will assess the implementation and effectiveness of the Policy	2009	
<u>Thematic evaluation</u> : International Technology Centres	Will include the ICS, the ICSHP and the ICHET	2009	
<u>Thematic evaluation</u> : Trade capacity building	Will cover five large-scale trade capacity projects (see table 4.1) coming to an end during the biennium. The findings of the EU evaluation of the trade related technical assistance to Pakistan will be incorporated. Will be done by EVA staff and external consultants.	2008	
<u>Thematic evaluation</u> : Human security/ Post-crisis rehabilitation (Iraq and Lebanon)	This evaluation will cover seven large-scale projects (see table 4.2) coming to an end during the biennium. Will be done by external consultants.	2008 and 2009	
<u>Thematic evaluation</u> : Cluster development programme	This evaluation will cover six large-scale projects (see Table 4.3) coming to an end during the biennium. Will be done by EVA staff and external consultants.	2008	
<u>Programme evaluation</u> : Meta evaluation of ITPOs	The meta evaluation will aggregate the findings and identify lessons learned from the ITPO evaluations carried out during this and the previous biennium. Evaluations of the ITPOs in Bahrain and Greece will be carried out in 2008	2008	
<u>Desk review</u> : Montreal Protocol	Two desk reviews, in 2008 and 2009, in order to assess completion reports and extract lessons learned and best practices from these and from MP evaluations.	2008 and 2009	
<b>Total</b>			

\* Funds to be allocated by the Executive Board

Table 4.1 – Thematic evaluation: Trade Capacity Building


Theme	Remarks	Budget (in euro)
<b>Trade Capacity Building</b>	Will cover large-scale trade capacity projects coming to an end during the biennium. The EU evaluation of the trade-related technical assistance to Pakistan will be incorporated.	EVA Budget
<i>Country/region</i>	<i>Project No./title</i>	
Afghanistan	FB/AFG/04/003 - Emergency customs modernization and trade facilitation project: Support for establishing the Afghan National Standards and Metrology Authority (Phase I)	Funded from project budget
Bangladesh	EE/BGD/05/002, EU/BGD/05/002, - Bangladesh quality support programme	
Lebanon	US/LEB/06/002 - Increase access to export markets for Lebanese products and improvement of its quality infrastructure to increase TBT/SPS compliance	
Pakistan	EE/PAK/04/001 - Trade-related technical assistance for Pakistan (see also table 6); EU-funded and will be evaluated by donor	
Tanzania	US/URT/05/002 - Enhancing the capacities of the quality infrastructure on TBT/SPS for Trade (part of IP URT) (see also table 3)	

Table 4.2 – Thematic evaluation: Human security/Post-crisis rehabilitation

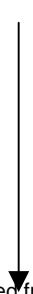
Theme	Remarks	Budget (in euro)
<b>Human security/ Post-crisis rehabilitation in Iraq and Lebanon</b>	This evaluation will cover seven large scale projects coming to an end during the biennium	EVA Budget
<i>Country/region</i>	<i>Project No./ title</i>	
Iraq	FB/IRQ/04/003 - Rehabilitation of the dairy plant	Funded from project budget
	FB/IRQ/06/003 - Rebuilding food safety and food processing industry capacity in Iraq	
	FB/IRQ/07/004 - Enterprise development and investment promotion in the SME sector in Iraq	
	FB/IRQ/06/002 - Community livelihoods and micro-industry support project in rural and urban areas in North Iraq Joint evaluation with FAO	
	FB/IRQ/07/001 - Community livelihoods and micro-industry support Joint evaluation with FAO	
	FB/IRQ/07/003 - Rehabilitation of the date palm sector in Iraq	
Lebanon	FB/LEB/07/001 - Support for livelihoods and economic recovery in war-affected areas (see also table 3)	

Table 4.3 – *Thematic evaluation: Cluster development*


Theme	Remarks	Budget (in euro)
<b>Cluster development</b>	This thematic evaluation will cover recent evaluations and evaluations of large scale projects coming to an end during the biennium, including the following large scale projects;	EVA budget
<i>Country/region</i>	<i>Project No./title</i>	
Ethiopia	UE/ETH/05/007, US/ETH/05/007 - Unleashing the potential of MSMEs in Ethiopia	Funded from project budget
Global and interregional	UE/GLO/04/158 - Promotion of SME Export Consortia	
Global and interregional	US/GLO/04/116 - Thematic cooperation between UNIDO and Swiss agency for development and cooperation in the area of SME cluster development and corporate social responsibility	
Global and interregional	US/GLO/02/059 - Thematic cooperation between UNIDO and Swiss agency for development and cooperation in the area of SME networking and cluster development	
Nicaragua	UE/NIC/05/001 - Strengthening and Dissemination of Cluster Development in Nicaragua; evaluation is carried forward from 2006-2007 work plan	
Senegal	EE/SEN/05/002 - Appui aux micro activités économiques urbaines (Composante de Padelu) (see also table 3)	

Table 4.4 – *Meta evaluation of ITPOs 2000-2009 ( including evaluations of ITPOs already planned for 2008)*

Title	Remarks	Estimated budget (in euro)
Evaluations of ITPOs in Bahrain and Greece	Budgets of the size that evaluations are required and request from donor. The evaluations will be carried out in 2008.	Funded from project budget
Meta evaluation of ITPOs	This desk evaluation will aggregate the findings and identify lessons learned from the ITPO evaluations carried out previously; Italy, France (Paris and Marseille), Greece, Japan, Slovak Republic and Republic of Korea.	EVA Budget
<b>Total</b>		

The implementation of the WP will require funding for fees of external evaluators and for travel of evaluation team members. Table 5 shows standard costs for an evaluation.



**Table 5 – Standard cost estimate for an evaluation**

Item	Estimated cost (in euro)
International consultant (1.0 months of fees) x n	
International consultant (DSA and travel) x n	
UNIDO evaluator (DSA and travel) x n	
National consultant (1.5 months of fees) x n	
National consultant (DSA) x n	
Transport and miscellaneous	
Publication	
<b>Total per evaluation</b>	

Actual costs will depend on the complexity of the evaluation; the number of evaluators needed, the duration of the evaluation exercise, number of countries to be visited, etc. The participation of donors in evaluations will be solicited.

Thematic or meta-evaluations include the preparation of a desk study based on available evaluation findings; interviews with UNIDO staff, the organization of a seminar to present findings and the issuance of a publication.

### 3.2 Projects evaluated by donors

A number of projects falling under the UNIDO criteria for obligatory evaluations have already been evaluated or are planned to be evaluated by donors or funding agencies. These projects will therefore not require evaluation by UNIDO. Please consult Table 6 for information about these projects and evaluations.

**Table 6 – Projects to be evaluated by donors**

Country	Project No. and title	Remarks
India	DG/IND/04/952, DG/IND/97/952, EG/IND/98/G34, GN/IND/98/G34, NU/IND/97/952 - Coal bed methane recovery and commercial utilization in India	GEF-funded; project was evaluated mid-term, to be evaluated by UNDP
Pakistan	EE/PAK/04/001 - Trade-related technical assistance for Pakistan	EU-funded: Will be evaluated by the EU. Findings will be fed into EVA's thematic trade capacity building evaluation (s. table 4.1, above)
Global	EG/GLO/01/G34 - Removal of barriers to the introduction of cleaner artisanal gold mining and extraction technologies	GEF-funded: Will be evaluated by UNDP during first half of 2008; EVA might initiate complementary review.
Regional/West Africa	EG/RAF/04/001 - Combating living resource depletion and coastal area degradation in the Guinea Current large marine ecosystem through ecosystem- based regional actions  GP/RAF/04/004 - Combating Living Resource Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions	Two GEF-funded projects: Will be evaluated by UNEP, first and second quarters of 2008
Regional/West Africa	FC/RAF/04/088 - Hides and Skins Improvement Scheme in West African Countries (Burkina Faso, Mali, Niger, Senegal) CFC-FIGHS/04	Common Fund project: Will be evaluated by the Common Fund in May 2008; EVA might initiate complementary review.

#### **4. Participation in UNEG and other UN working groups**

OSL/EVA has, in the past, played a leading role in the United Nations Evaluation Group (UNEG) and participated actively in joint evaluations with the Global Environment Facility (GEF). Evaluation plays an important role in the GEF project cycle. With UNIDO's direct access to the GEF, the responsibility for project evaluations changes from the Implementing Agencies' evaluation departments to OSL/EVA. It is thus of increased importance to maintain a good working relationship with and participate in events organized by the GEF evaluation office. Furthermore, the participation in UNEG and in GEF activities offers opportunities for learning and sharing of information about evaluation practices. This enables the UNIDO evaluation function to be in tune with best practices and developments.

A budget for OSL/EVA staff to participate in meetings and missions of the UN system is being proposed as well as a budget for sending development partners and UNIDO staff in field offices (primarily those being active in monitoring and evaluation taskforces in "One UN Pilot" countries) to UNEG sponsored evaluation-related training events, with the aim to promote the development of evaluation capacities in developing countries.

## 5. Overall estimated budget

**Table 7 – Evaluation funding requirements**

2008	Envelope requested from EB
Evaluations of 3 IPs and one CSF	
Meta, thematic, programme and process evaluations	
Montreal Protocol desk evaluation assessing completion reports and extracting lessons learned from these and from MP evaluations	
Joint missions and activities with international agencies	
Training and capacity building of partners and UNIDO field staff	
<b>Total amount for 2008</b>	
2009	
Evaluations of 4 IPs	
Meta, thematic, programme and process evaluations	
Montreal Protocol desk evaluation assessing completion reports and extracting lessons learned from these and from MP evaluations	
Joint missions with other international agencies	
Training and capacity building of partners and UNIDO field staff	
<b>Total amount for 2009</b>	
Total amount for biennium 2008-2009	

## ANNEX A – RBM Matrix

<b>Objective</b>	<b>Output</b>	<b>Activity</b>	<b>Criteria</b>
To improve the design, implementation and strategic orientation of UNIDO's activities	Strategic, thematic, meta and process evaluations findings and recommendations Evaluations aligned with corporate need for learning and information.	Implementation of evaluations and reviews in the work plan. Refinement of evaluation methodology and tools, to be in line with corporate requirements	
<b>Outcomes</b>			
Recommendations accepted and implemented	Programme and project documents incorporating recommendations	Dissemination of evaluation reports, presentation of findings, branch work shops Database is continuously updated	Recs accepted in MRS Recs not repeated in new evaluations
Lessons learned taken into accounts	Programme, policy and project documents incorporating lessons learned	Dissemination of evaluation reports, and lessons learned documents presentation of findings, branch work shops and presentations to Executive Board and other managerial forums Database is continuously updated	Lessons learned not repeated in new evaluations
UNIDO Policy- making organs, recipient Governments and donors trust in UNIDO transparency and accountability	A credible report to the IDB on 2009/09 EVA activities and results. Good quality evaluation reports and studies, in accordance with UNEG standards	Drafting of report to the IDB. Contribution to Annual Report. Evaluation management and implementation. Development of analytical documents, thematic and meta evaluation reports.	Donor reviews and appraisals give UNIDO's evaluation functions high ratings. Positive JIU and GEF audits in terms of evaluation

## ANNEX B – Staffing situation of OSL/EVA

	OSL/EVA Main Tasks	Professional Staff		General Service Staff
Independent Evaluations	Thematic/programme/meta/process evaluations	0.3	2	1
	Project evaluations	0.7		
	Integrated programme evaluations	1		
Specific Learning Activities	Workshops to disseminate evaluation results (e.g. workshops on lessons learned for IP programming)	0.2	0.6	
	Participation in project/programme appraisal and approval (QAG/PAC)	0.4		
RBM		1	1	
Evaluation Quality	Peer review of UNIDO evaluation function		0.4	
	Participation in UNEG task forces on improved evaluation function			
	Development of new tools (e.g. impact evaluation)			
	Training of OSL/EVA staff to strengthen evaluation capacities			
	Guidance on self evaluations			0.5
Information management	Prepare and circulate print publications, maintain user friendly intranet page, ensure transparency through comprehensive publication of TORs and reports on the internet, etc.			0.5
	<b>Total</b>		4	2