OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as "developed", "industrialized" and "developing" are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

Synthesis of findings and lessons from independent evaluations in the period 2012-2015

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO OFFICE FOR INDEPENDENT EVALUATION

Synthesis of findings and lessons from independent evaluations in the period 2012-2015

UNIDO

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2015

Contents

Acronyms and abbreviations

AGR	Agri-Business Development Branch
BIT	Business, Investment and Technology Service Branch
CSF	Country Service Framework
CTA	Chief Technical Adviser
DAC	Development Assistance Committee
E&E	Energy and Environment
ENE	Energy Branch
ENV	Environment Branch
GEA	Office for Gender Mainstreaming, Ethics and Accountability
IP	Integrated Programme
FO	Field Office
GEF	Global Environment Facility
HQ	Head Quarters
KPI	Key Performance Indicator
LFA	Logical Framework Approach
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
ODG	Office of the Director General
PSD	Private Sector Development
RO	Regional Office
TCB	Trade Capacity Building
UNDAF	UN Development Assistance Framework
UNCT	UN Country Team
UNIDO	United Nations Industrial Development Organization

Glossary of evaluation terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcome	The achieved or likely effects of an intervention's outputs.
Outputs	The products in terms of physical and human capacities that result from an intervention.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Foreword

This report is the result of a synthesis review of independent evaluations undertaken by UNIDO in the period January 2012 -September 2015. It covers the review of all country evaluations and terminal project evaluations conducted in this period.

The report is structured in three parts. Based on the information gathered from evaluation reports,

Part I provides a quantitative overview of the performance of the projects evaluated in the reporting period considering the quality of their design and the implementation effectiveness. The quantitative analysis aims at providing a performance baseline against which measurable improvements could be observed.

Part II provides a qualitative analysis, and aims at organizational learning based on findings and lessons learned from UNIDO interventions across its thematic priorities. It focuses on extracting commonly found issues in these evaluations, with emphasis on areas for attention/possible improvements. These are summarized with a view to fostering the expected organizational learning. The synthesis has avoided reflecting findings and lessons identified in specific technical areas of UNIDO's work. It rather sought to focus on common and organization-wide learning points.

Conclusions and suggestions for the way forward are also offered to inform and possibly guide corporate discussions and decision making on ways and means to further develop and enhance UNIDO's interventions.

I. Quantitative Synthesis Report

1. Purpose and methodology

The purpose of the quantitative analysis of the findings of the independent project evaluation reports carried out in the period 2012 - 2015 was to ascertain the design quality and implementation performance of the projects evaluated in the period.

This quantitative review was carried out in the period October-December 2015 by Ms. Silvia Alamo and Ms. Suman Lederer, consultants of the UNIDO Office for Independent Evaluation.

Design assessment criteria are based on the logical framework approach (LFA). Implementation assessment criteria correspond to DAC criteria, as well as to good programme/project management. Gender mainstreaming assessment criteria correspond to those utilized by the Office for Gender Mainstreaming, Ethics and Accountability - ODG/GEA in project assessments. The assessment criteria are summarized in Table 1.

Table 1. Project design quality and implementation performance: assessment criteria

Assessment Criteria	Component	Review Rating
Design process/approach (LFA) quality (Assessment of LogFrame Approach/process - by LFA aspect)	1. Extent to which the situation, problem, need / gap is clearly identified, analysed and documented (evidences, references).	6. Highly satisfactory 5. Satisfactory 4. Moderately satisfactory 3. Moderately unsatisfactory 2. Unsatisfactory 1. Highly unsatisfactory (as per GEF definitions[1])
	2. Adequacy and clarity of the stakeholder analysis (clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities).	
	3. Adequacy of project M&E design	

---

[1] Guidelines for GEF Agencies in Conducting Terminal Evaluations - Evaluation Document No. 3 2008 – GEF.
- Highly satisfactory (HS): There were no shortcomings in this aspect
- Satisfactory(S): There were minor shortcomings
- Moderately satisfactory (MS): There were moderate shortcomings
- Moderately unsatisfactory (MU): There were significant shortcomings
- Unsatisfactory (U): There were major shortcomings
- Highly unsatisfactory (HU): Missing/Not considered at all

Assessment Criteria	Component	Review Rating
	4. Overall LFA design process	
LogFrame Matrix (LFM) design quality (Assessment of LogFrame Matrix – by LFM element)	5. Clarity and adequacy of **outcome** (clear, realistic, relevant, addressing the problem identified). Does it provide a clear description of the benefit or improvement that will be achieved after project completion?	
	6. Clarity and adequacy of **outputs** (realistic, measurable, adequate for leading to the achievement of the **outcome**).	
	7. Clarity, consistency and logic of the **objective tree**, and its reflexion in the LFM results hierarchy from **activities** to **outputs**, to **outcome** and to **overall objective**.	
	8. Indicators and Means of Verification are SMART for Outcome and Output levels.	
	9. Assumptions (risk) adequacy (Extent to which important external factors are identified and adequacy of assumptions made.)	
	10. Overall LFM design quality	
Implementation performance (see Glossary for definitions)	11. Relevance	
	12. Effectiveness	
	13. Efficiency	
	14. Likelihood of sustainability	
	15. Project management	
	16. M&E	
Gender (Assessment of gender mainstreaming)	17. At project outcome level	4. Focus on gender 3. Significantly addresses gender 2. Somewhat addresses gender 1. Does not address gender
	18. At project output level	
	19. At project activities level	
	20. KPIs relate to gender	
	21. At background data level	

While conducting the quantitative review, in those cases where relevant information in evaluation reports was not available or found, the rating was skipped.

2. Profile of the projects evaluated in the period 2012 - 2015

Figure 1 to Figure 4 show the profile of UNIDO projects evaluated in the reporting period:

- Figure 1 shows that a majority of projects addressed private sector development/poverty reduction (sometimes in combination with other goals);
- Most of the evaluated projects were implemented in Africa (Figure 2);
- Agri-Business Development Branch (PTC/AGR) implemented about 35% of the evaluated projects (Figure 3).
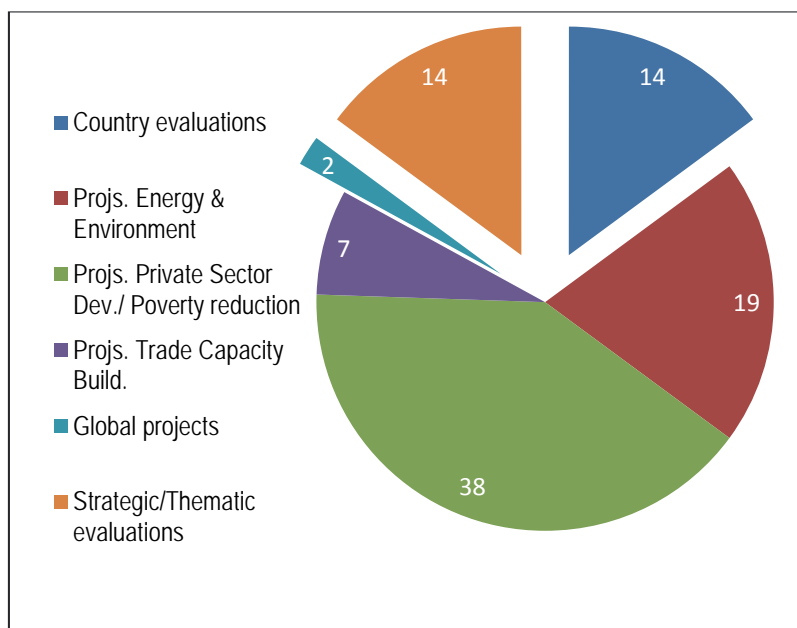
Figure 1. Evaluations in 2012-2015
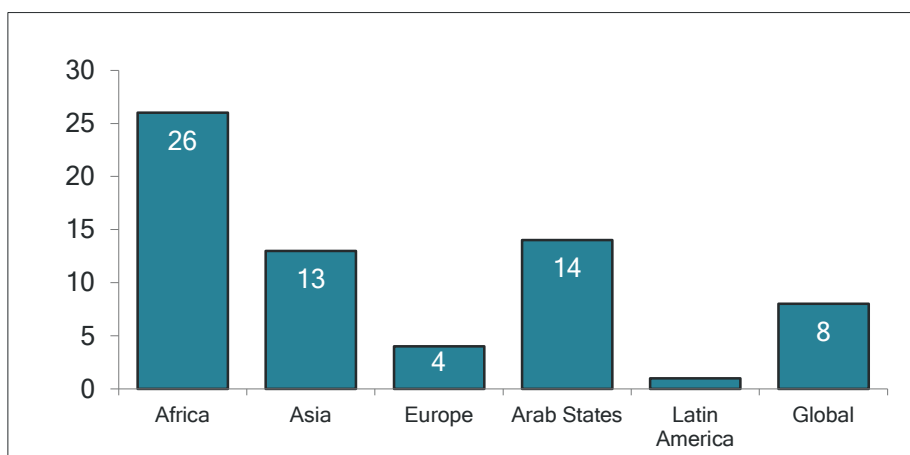
Figure 2. Evaluated projects, by region of operation
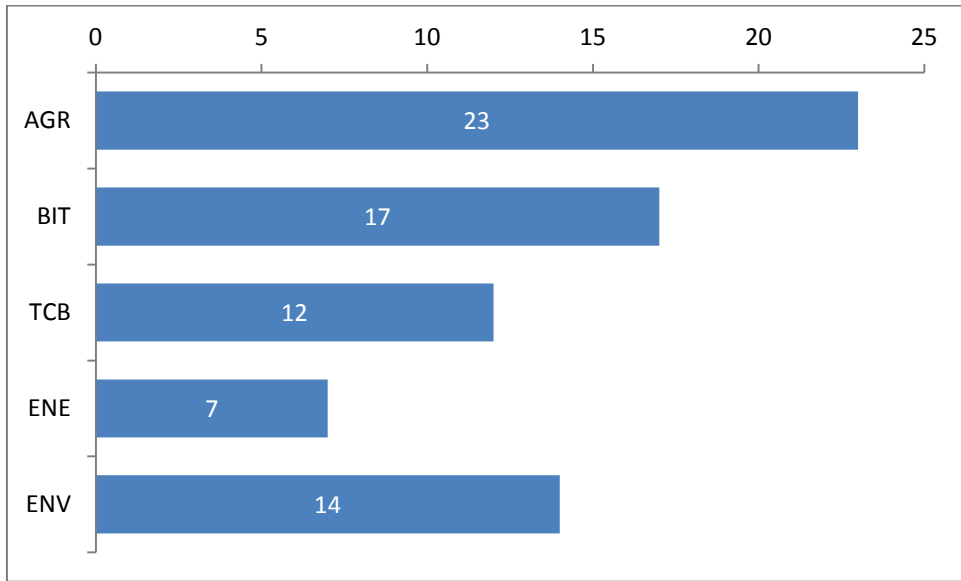
Figure 3. Evaluated projects, by implementing PTC Branch

Figure 4 shows the distribution of projects by region of operation and PTC Branch.
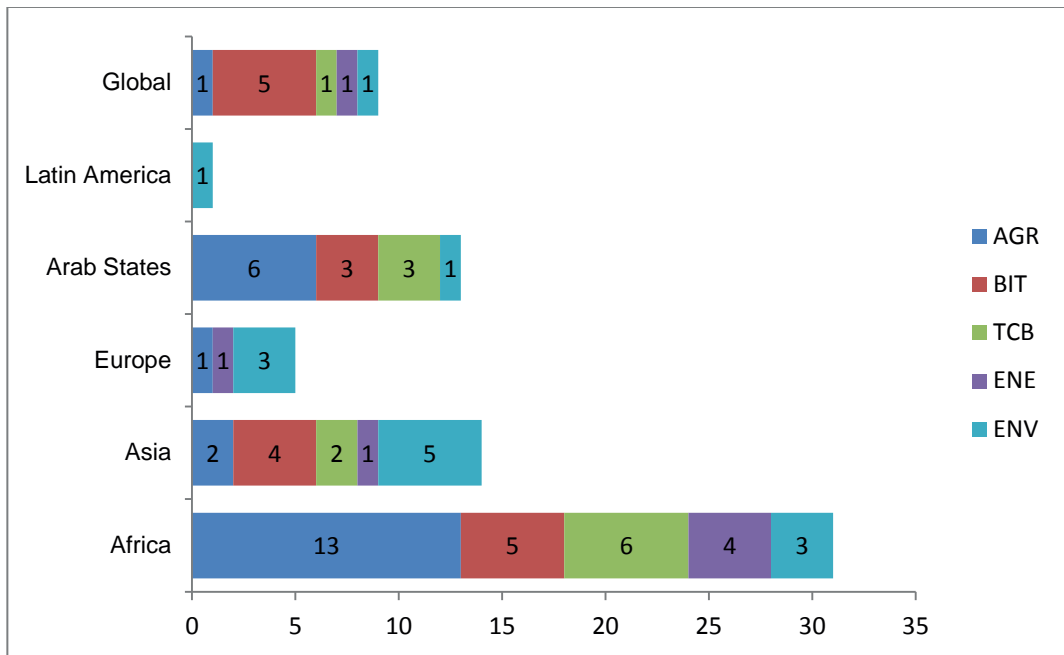
Figure 4. Projects by region of operation and PTC Branch

3. Overall performance of evaluated projects

3.1 Overall design quality

Based on the information from the project evaluation reports, Figure 5, Figure 6 and Figure 7 represent the overall project design quality ratings, taking into consideration the two dimensions of project design: a) The Logical Framework Approach (LFA) process, and b) the quality of the Logical Framework Matrix (LFM), (as per criteria in Table 1).

The quality of the LFM and overall design approach LFA was found satisfactory or highly satisfactory in about 50% of the projects. Clarity of "Activities" was rated satisfactory and highly satisfactory in over 80% of the projects. Clarity of "outputs" and "outcomes" rated satisfactory and highly satisfactory in 65 and 60% of the projects respectively.

> *It could be concluded that, overall, project design quality was satisfactory or highly satisfactory in about 50% of the projects, as well as the process for designing UNIDO projects, such as the analysis of the situation and stakeholders.*

However, the following issues suggest room for improvement:

- The quality of about 25% of the LFMs was rated below satisfactory by evaluation reports;
- Risks and assumptions were not mentioned in more than 20% of the evaluation reports and were moderately or highly unsatisfactory in over 40% of the cases;
- SMART indicators were defined in about 40% of the projects, albeit mostly at output and activity level;
- M&E was clearly defined in only about 40% of the projects.
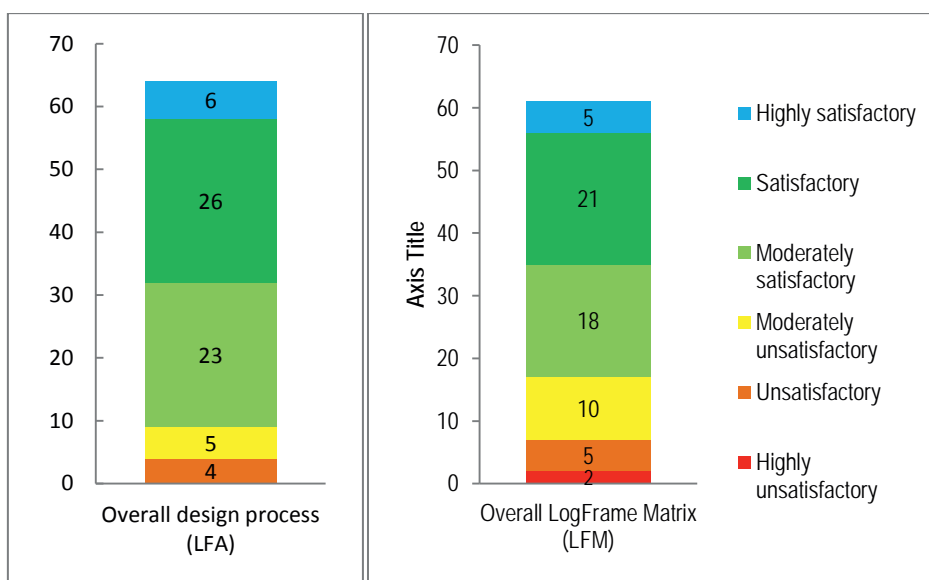
Figure 5. Overall design quality (LFA and LFM) of evaluated projects
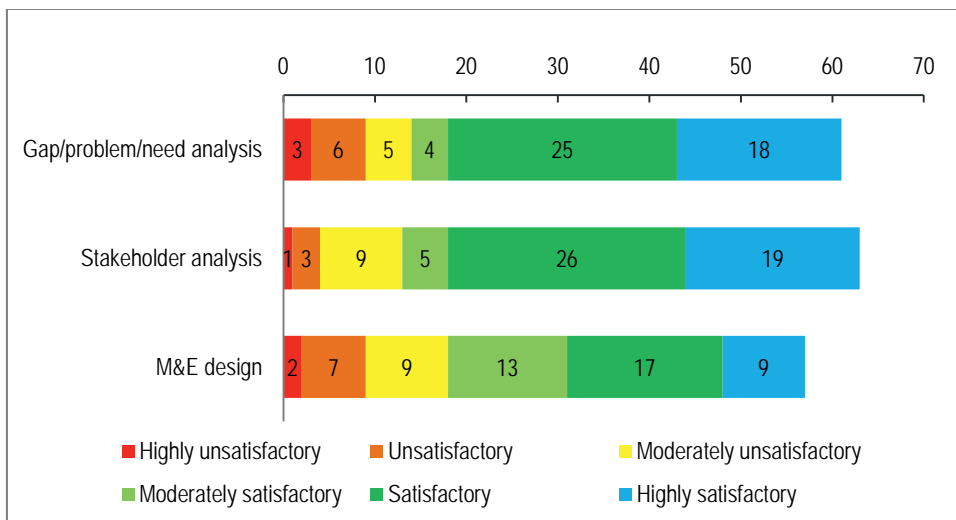
Figure 6. Overall design quality of evaluated projects, by LFA aspect
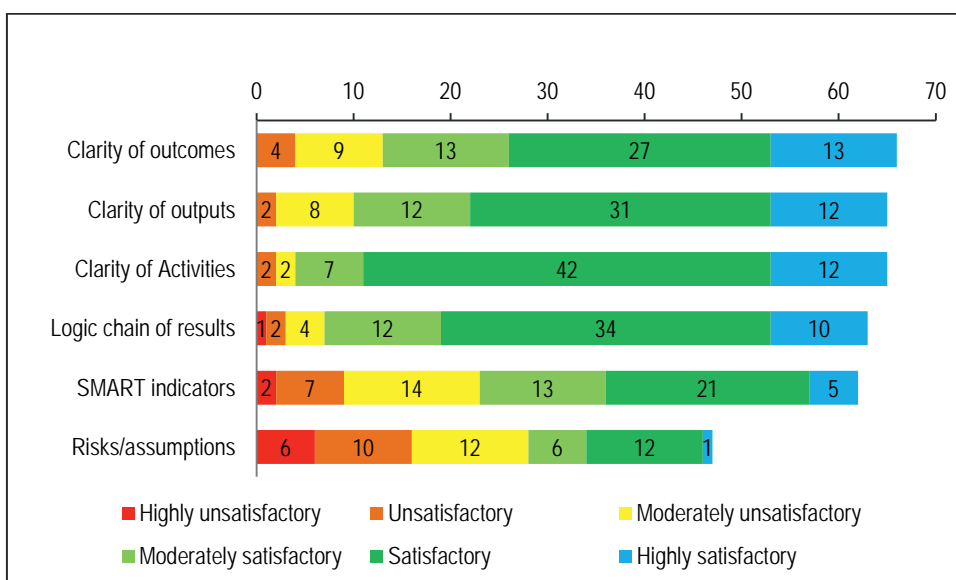
Figure 7. Overall design quality of evaluated projects, by LFM element

3.2   Overall implementation performance

Figure 5 presents the results of the review of the overall implementation performance of the projects evaluated in the period.

Relevance was rated satisfactory and highly satisfactory in about 90% of the projects; effectiveness and efficiency were rated satisfactory or highly satisfactory in about 50% of the projects; and project management was rated satisfactory or highly satisfactory in about 65% of the projects.

However, likelihood of sustainability was rated satisfactory or highly satisfactory in about 30% and M&E implementation was rated satisfactory or highly satisfactory in about 40% of the projects.
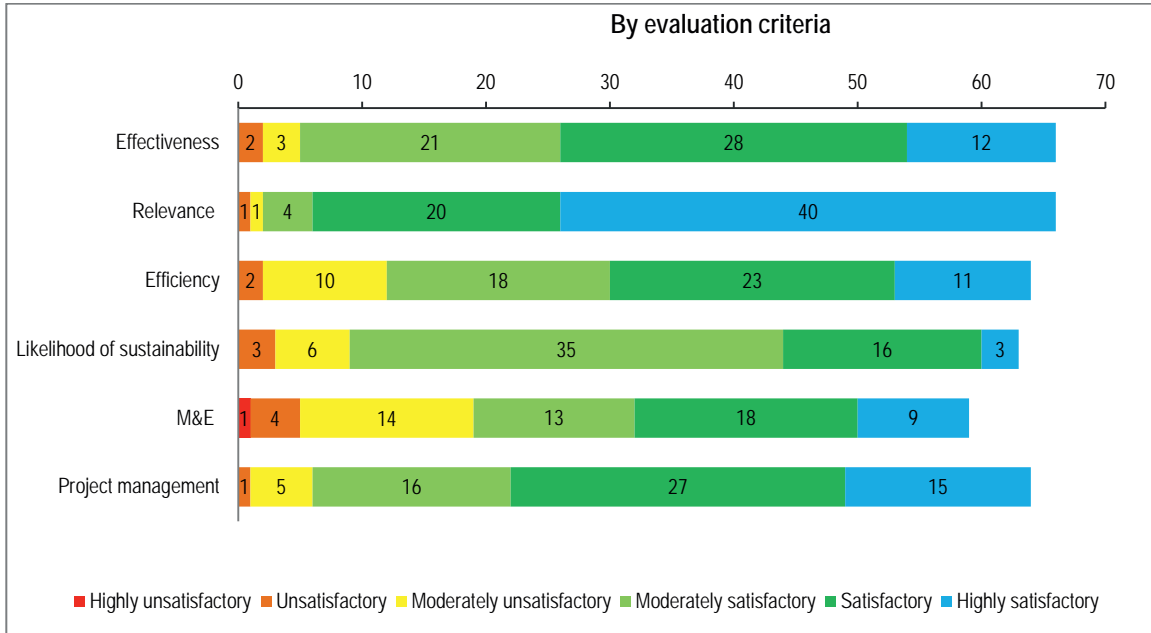
Figure 8. Overall implementation performance of evaluated projects

3.3 Gender mainstreaming in evaluated projects

Figure 9 and Figure 10 show that over 70% of projects appear to have addressed gender mainstreaming in various manners:

- Over 30% of the projects address gender mainstreaming at the level of project outcomes, outputs or activities;
- Only about 15% of the projects define KPIs to measure their performance vis-á-vis their gender objectives;
- Gender mainstreaming is incorporated by most projects implemented by the Agri-Business Development Branch and in projects addressing poverty reduction (Figure 20 and Figure 21).
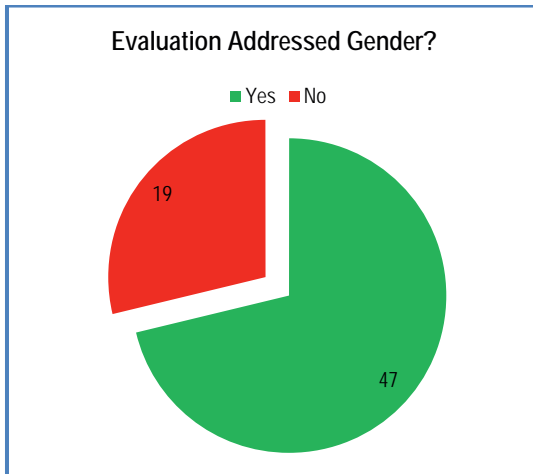
Figure 9. Gender mainstreaming addressed by project evaluations
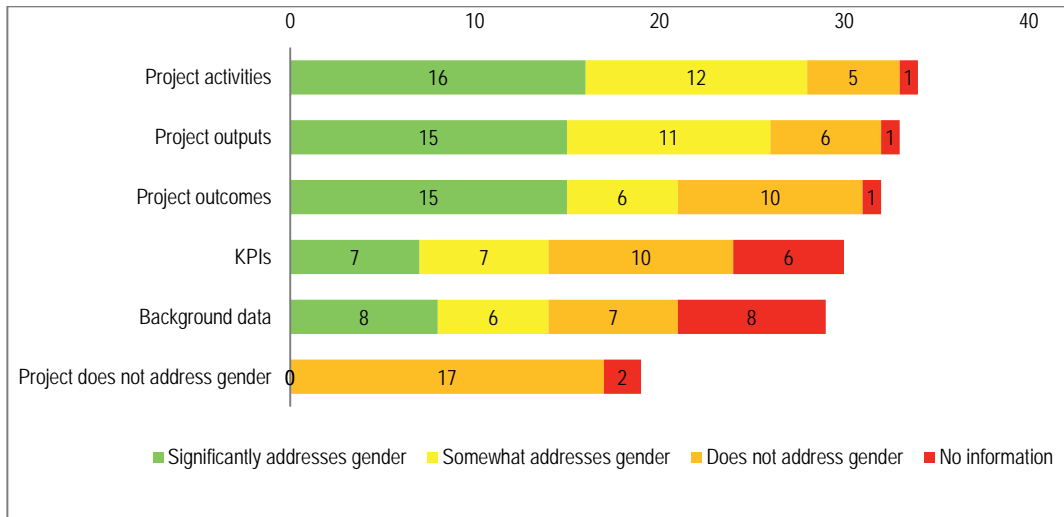
Figure 10. Gender mainstreaming addressed in evaluated projects

4. Project design quality

Figure 11 provides an analysis of the quality the project design process by PTC implementing branch (as per the criteria summarized in Table 1).

- Most of the projects implemented by the Environment, Business, Investment and Technology Service and Trade Capacity-Building Branches carried out stakeholder and situation analysis;
- Majority of projects implemented by the Agribusiness Branch have included or carried out stakeholder and situation analysis;
- Only 2 out of the 7 projects implemented by the Energy Branch have included or carried out a situation analysis, while 4 had carried out a stakeholder analysis;
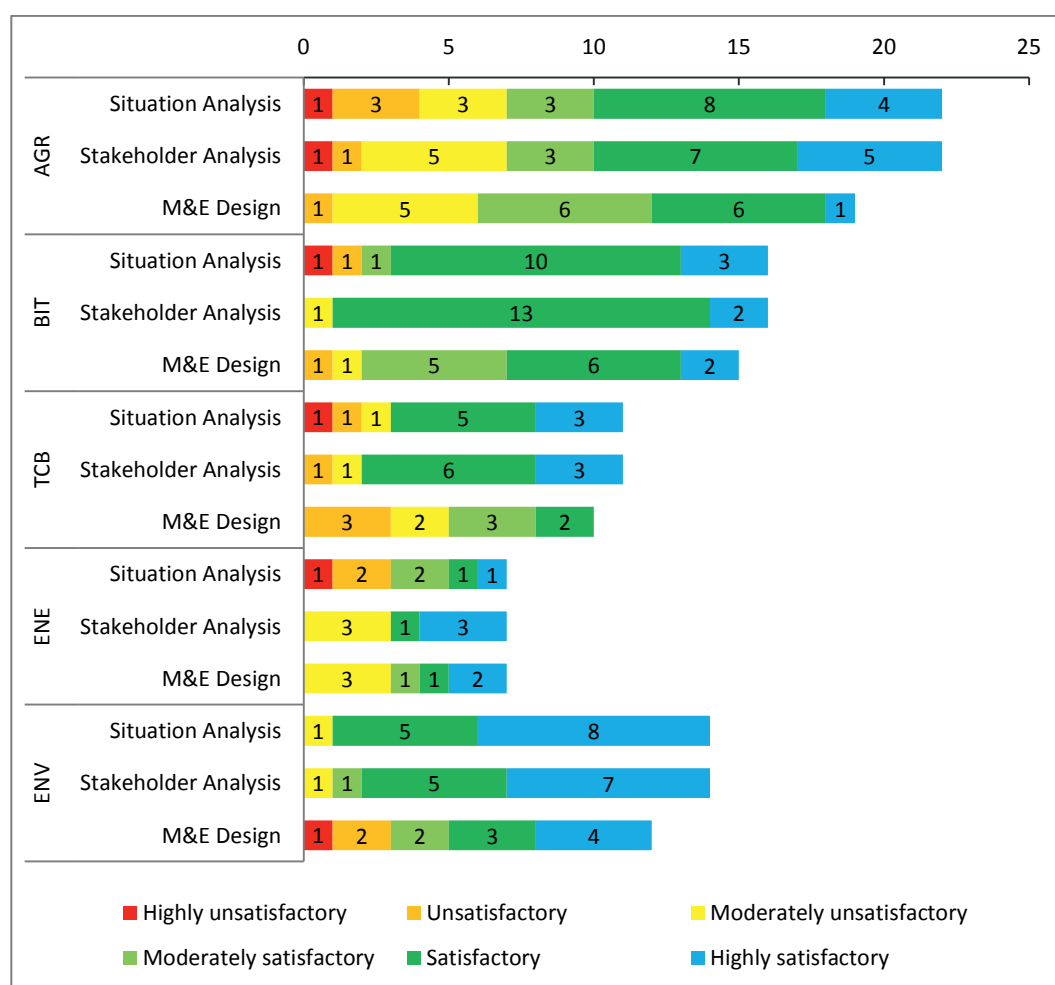
Figure 11. Design quality analysis, by LFA aspect and implementing Branch

Figure 12 presents an analysis of the design quality of the projects evaluated in the reporting period vis-à-vis PTC implementing Branch by project design element, i.e. outcomes, outputs and activities, KPIs and assumption. The following can be highlighted:

- Activities seem to be clearly formulated in most of the projects; the clarity of activities is satisfactory or highly satisfactory in over 80% of the projects implemented by almost all the Branches;
- "Outcomes" appear to have been clearly defined in over 70% of the projects implemented by Energy and Environment Branches;
- Clarity of "outcomes" has a potential for improvement in the projects implemented by the Business, Investment and Technology Service and Trade Capacity-Building Branches;
- Risks and assumptions were the weakest design elements, not addressed at all in many projects and seem to be the weakest element in projects implemented by the Trade Capacity-Building and Energy Branches;
- KPIs were also poorly defined by a majority of projects, and seem to be the weakest element for projects implemented by the Trade Capacity-Building Branch.
-
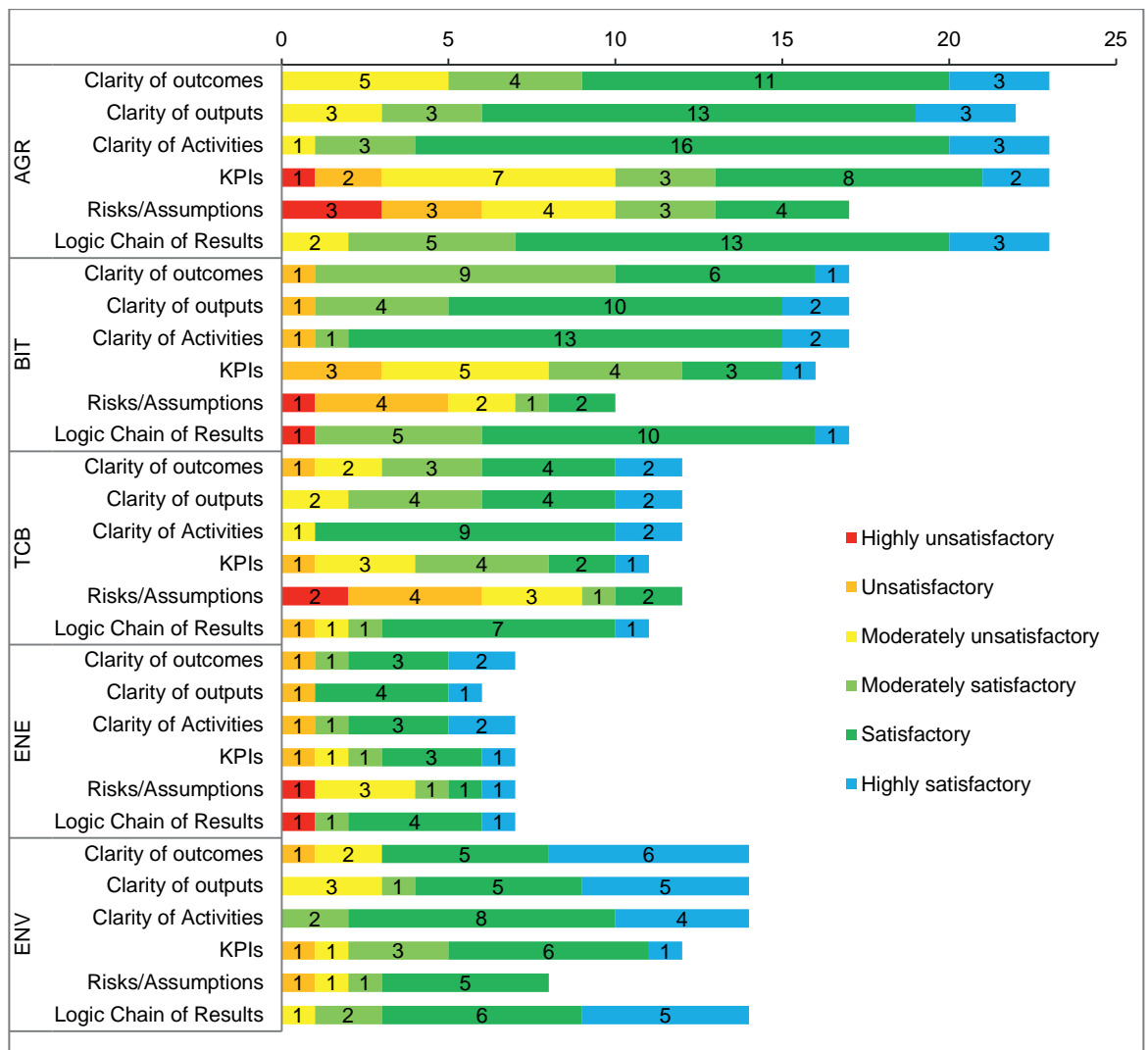
Figure 12. Design quality analysis, by LFM element and implementing Branch

5. Implementation performance of evaluated projects

Figure 13 shows the overall implementation performance of the projects evaluated in the reported period, by implementing Branch, which can be summarized as follows:

- Overall, UNIDO projects were rated to be highly/satisfactorily relevant;
- Project management by UNIDO was also assessed to be highly satisfactory;
- More attention needs to be paid to the likelihood of sustainability of project outcomes as well as to the implementation of M&E;
- Effectiveness and efficiency have been rated as satisfactory or highly satisfactory in about 50% of the evaluated projects.
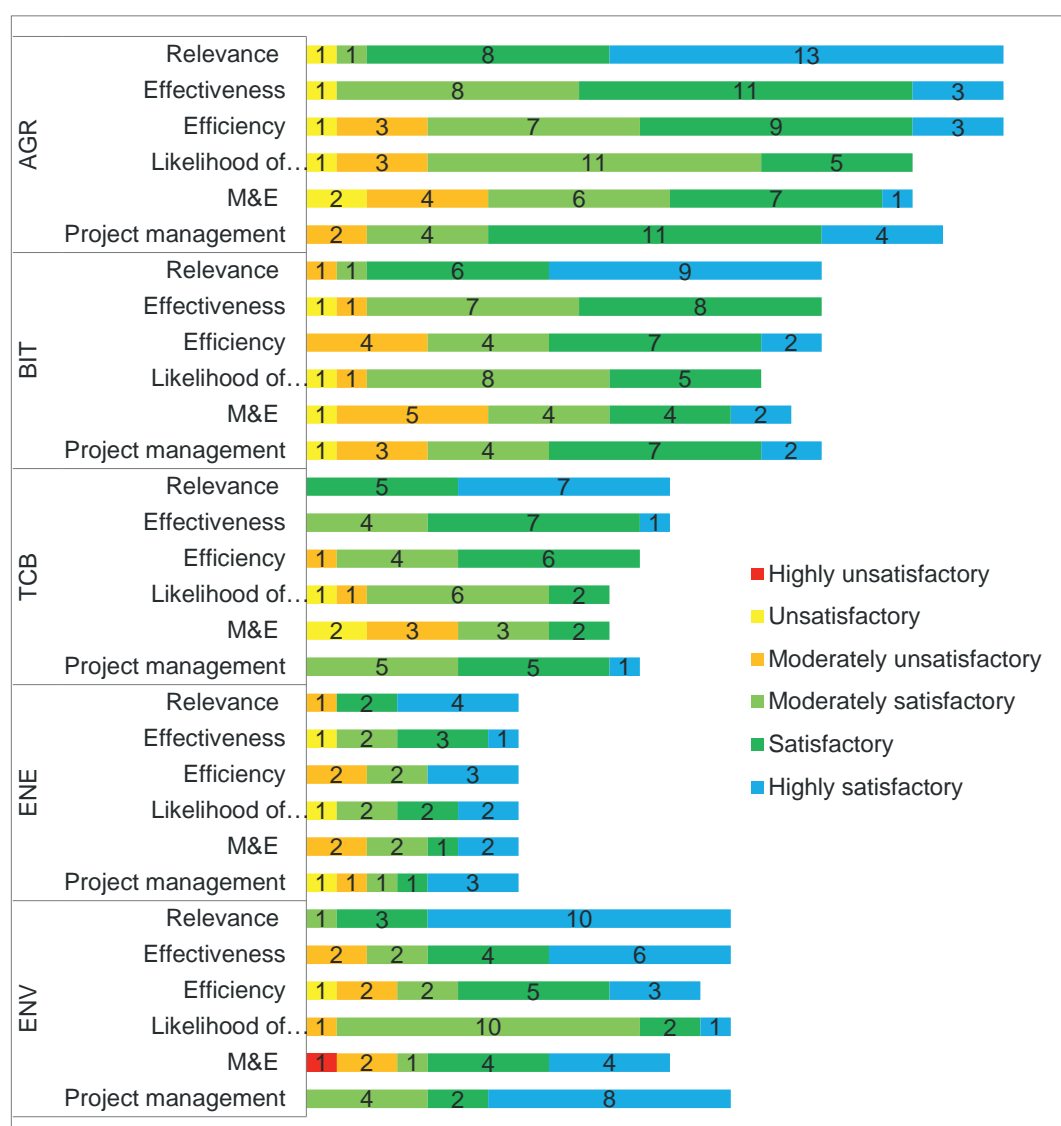
Figure 13. Project implementation ratings 2012-2015, by PTC implementing Branch

5.1 Relevance

Figure 14 shows that relevance was highly satisfactory in most of the projects.
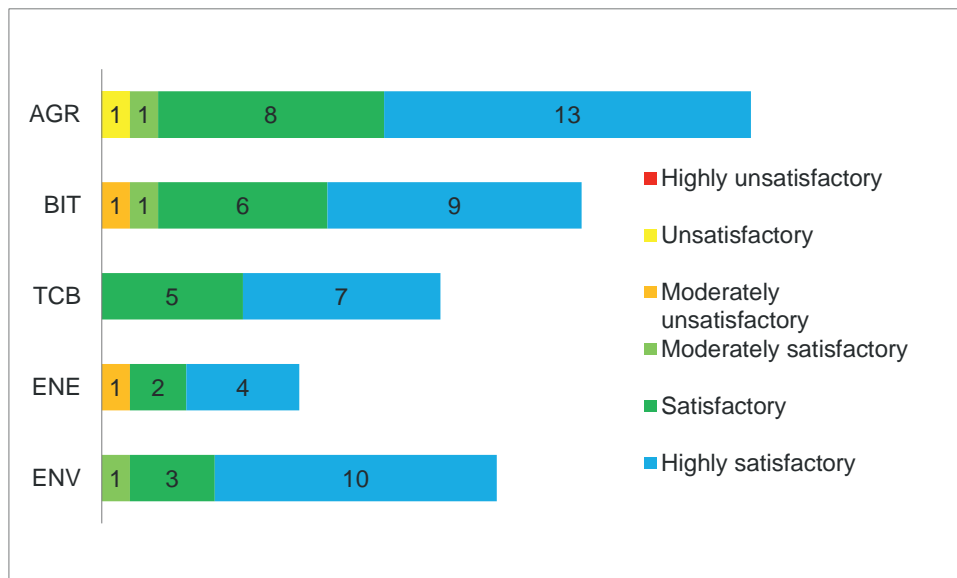
Figure 14. Relevance project implementation ratings 2012-2015,
by PTC implementing Branch

5.2 Effectiveness

Figure 15 shows that effectiveness was rated satisfactory and highly satisfactory in 40 to 60% of the projects.
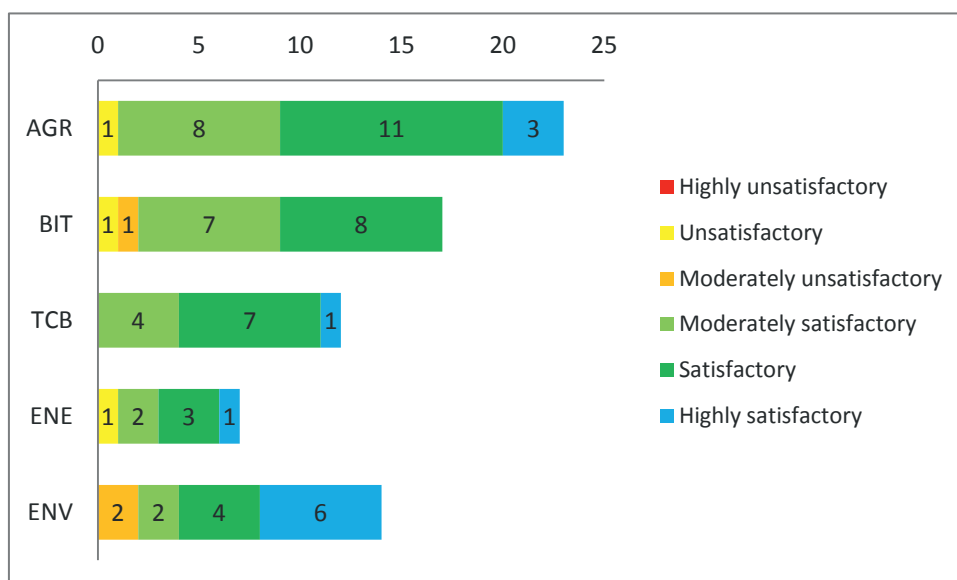
Figure 15. Effectiveness ratings 2012-2015, by PTC implementing Unit

5.3 Efficiency

Figure 16 shows that effectiveness was rated satisfactory and highly satisfactory in 40 to 60% of the projects.
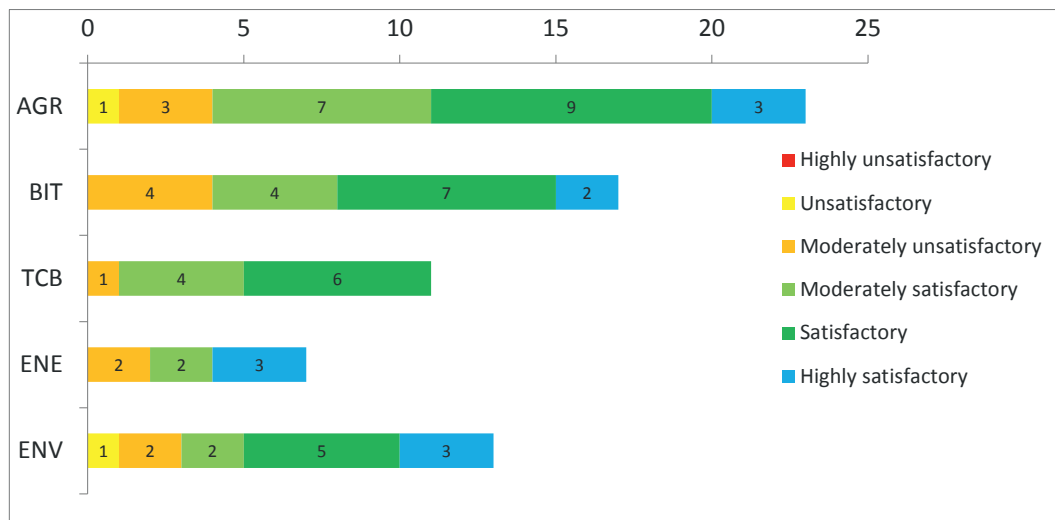
Figure 16. Efficiency ratings 2012-2015, by PTC implementing Unit

5.4 Sustainability

Figure 17 shows that likelihood of sustainability was rated likely and highly likely in only about 20 to 30% of the evaluated projects.
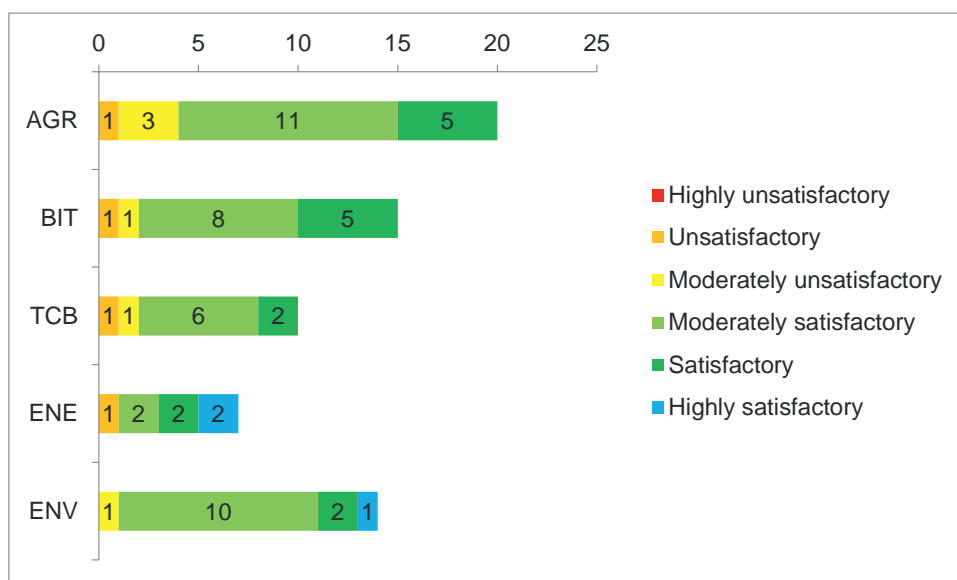
Figure 17. Likelihood of sustainability ratings 2012-2015, by PTC implementing Unit

5.5   Programme/project management

Figure 18 illustrates project management performance in the evaluated projects, rating satisfactory and highly satisfactory in 50 to 70% of the projects.
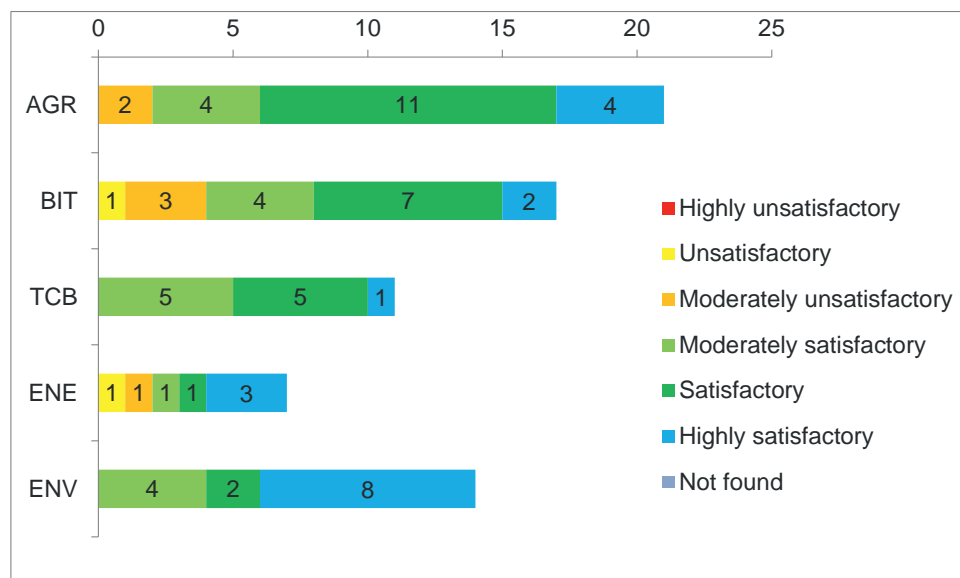
Figure 18. Project management ratings 2012-2015, by PTC implementing Unit

Figure 22 shows the M&E ratings in the evaluated projects, which was satisfactory or highly satisfactory in 40% of the projects.
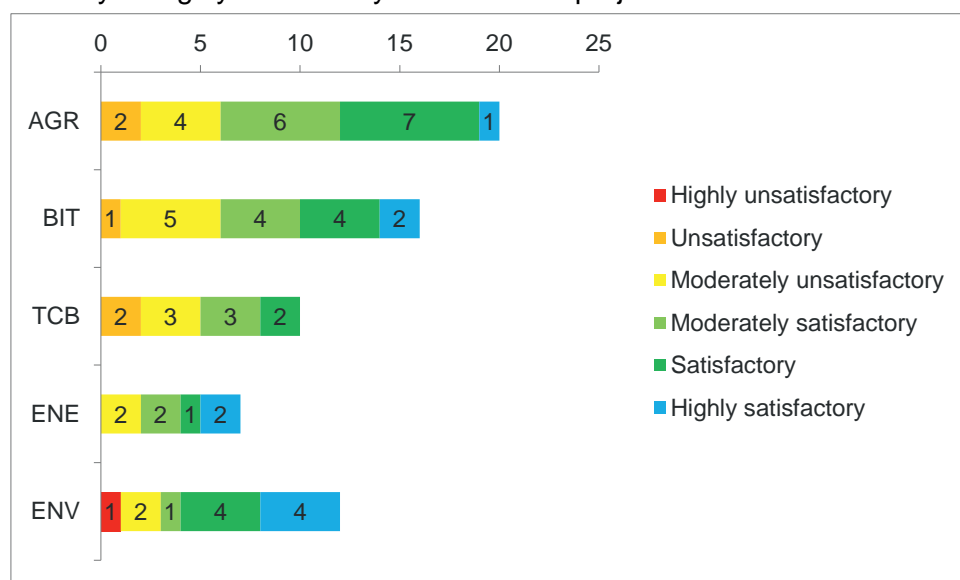
Figure 19. M&E ratings 2012-2015, by PTC implementing Unit

6. Gender mainstreaming

From section 3.3, Figure 9 shows that about 70% of evaluation reports addressed gender issues.

Figure 20 and Figure 21 show how gender issues were addressed by the various implementing Branches and for each of UNIDO goals. Figure 10 in section 3.3 presents the extent to which gender issues were addressed in the evaluated projects.
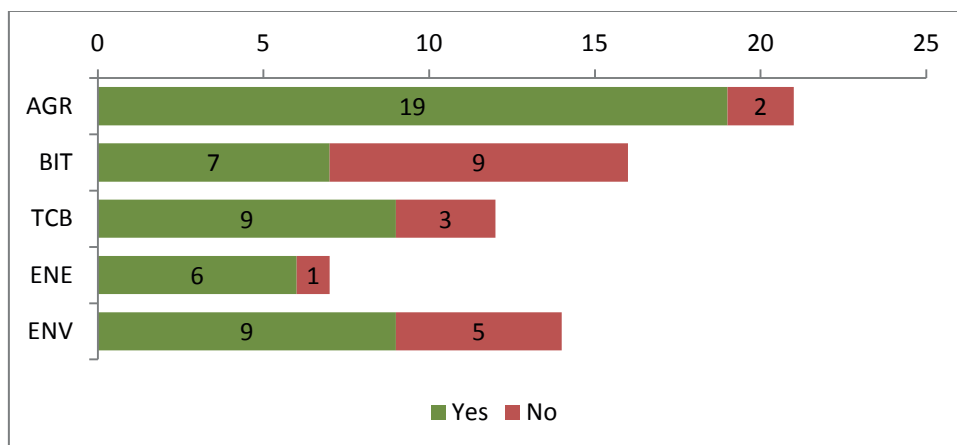
Figure 20. Gender mainstreaming, by implementing Branch
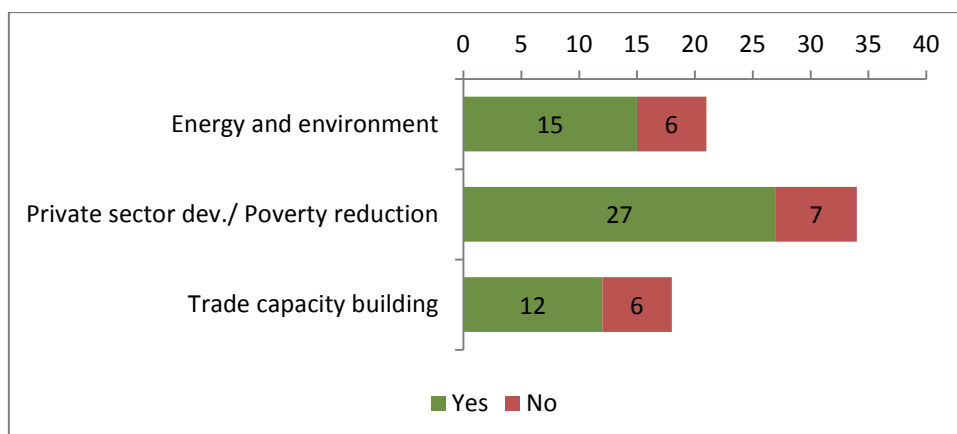
Figure 21. Gender mainstreaming, by UNIDO Goal

II.   Qualitative Synthesis Report

1. Introduction

The main purpose of this synthesis review is to contribute to organizational learning based on findings and lessons learned from UNIDO interventions across its thematic priorities. Considering the large number of independent evaluations (all available on the UNIDO web site), synthesizing the key findings and lessons emerging from evaluations is expected to enhance the use of evaluations.

The focus has been on extracting commonly found issues in these evaluations, with emphasis on areas for attention/possible improvements. These are summarized in this report with a view to fostering the expected organizational learning. The synthesis has avoided reflecting findings and lessons identified in specific technical areas of UNIDO's work. It rather sought to focus on common and organization-wide learning points.

Section 2 and 3 gives a short overview of the purpose of this qualitative synthesis exercise and provides information on its coverage and on the approach followed. The findings (summarized in section 4), have been clustered according to the following main issues: design; relevance and ownership; effectiveness; efficiency; sustainability; impact; project/programme management; and cross-cutting issues, with emphasis on gender equality. Some other important themes are covered as part of above issues, such as funding (discussed under design) and internal/external synergies (discussed under programme/project management).

2. Purpose

In line with UNIDO evaluation policy priorities pertaining to knowledge building and organizational learning, the UNIDO Office for Independent Evaluation (previously called Evaluation Group) reports on a biennial basis on UNIDO's evaluation activities, covering independent country evaluations, project evaluations and strategic/thematic evaluations. In this context, it has engaged in comparative reviews of results of independent evaluations, with a view to synthesizing and aggregating evaluations findings. These reviews aimed at contributing to the three overall purposes of evaluation: assuring accountability, supporting management and driving learning and innovation.

The current synthesis of independent evaluations constitutes a meta evaluation to put together findings from evaluations carried out over the period 2012, 2013, 2014 and 2015 (up to mid-September 2015). It is a successor exercise to previous reviews, in particular the synthesis of findings and lessons learned from evaluations conducted in 2010-2011 (IDB.40/CRP.8 dated 9 November 2012). It also takes into consideration findings as periodically reported by the UNIDO Office for Independent Evaluation on its evaluation activities.

Specifically, the purpose of this synthesis review is to:

(i)   analyze and synthesize the country-wide programme and project evaluations conducted in the period 2012-2015;
(ii)   highlight key learning issues and challenges;
(iii)   come up with suggestions for UNIDO management as regards "the way forward" based on the evaluation findings and lessons learned.

3. Methodology

This synthesis is based on a desk review of the following independent evaluations:

- 14 Country evaluations;
- 14 Strategic/Thematic evaluations;
- 66 Project evaluations, covering 19 projects in the field of environment and energy (E&E), 38 concerning poverty reduction and private sector development, 7 pertaining to trade capacity building (TCB) and 2 with global coverage (UNIDO Centres).

It was decided to include all country and programme/project evaluations in this synthesis, with focus on terminal evaluations (thus excluding mid-term evaluations of programmes/projects). The findings are presented in a consolidated manner, combining country programme and project evaluations, to the extent country programmes/framework consist of components that correspond to projects. Where appropriate, reference is made to specific findings regarding country programme frameworks (as opposed to individual projects). As the findings converge across different core areas of UNIDO support (environment, PSD, TCB, PSD), it was decided to combine rather than differentiate them in order to avoid repetition.

Even though some of the evaluations were conducted prior to 2012, the report dates as mentioned on the UNIDO website have been followed to establish the list of evaluation reports to be covered by this synthesis review. The complete listing of reports covered in this exercise is included in Annex A. All evaluations are available on www.unido.org.

As regards the thematic and strategic evaluations conducted in the period covered (listed in Annex 2), most of these reflect syntheses of strategic corporate approaches (such as medium term planning; field office performance; working in post-crisis contexts, reflecting MDGs, dealing with One UN, performing Global Forum functions or engaging in Public-Private Partnerships). Others concern syntheses of very specific fields of operations (Stockholm Convention related work, Renewable Energy project funding, UNIDO interventions in the area of trade capacity building and upgrading). Two of the project evaluations (concerning two UNIDO Centres located in India) de facto constitute strategic evaluations (albeit funded through a project modality).

It goes beyond the purpose of this synthesis review (that seeks to extract general learning points from programme/project design and implementation) to

summarize the above-mentioned evaluations that cover specific strategic/thematic areas. It is for the same reason that the synthesis of findings and lessons extracted from programme and project evaluations focused on common issues and refrained from specific issues related to particular areas of interventions.

In consultation with ODG/EVA, this review has focused in particular on synthesizing the following aspects:

(i)   design issues;
(ii) overall performance of the programmes/projects in terms of relevance and ownership, effectiveness, efficiency, sustainability and impact (OECD/DAC evaluation criteria); programme/project management issues (including day-to-day management, monitoring, steering, internal and external synergies);
(iii) cross-cutting issues, with emphasis on gender equality.

Information from the available evaluation reports (2012-2015) has been synthesized and analyzed (with focus on conclusions, recommendations and lessons). This served as basis for extracting patterns, arriving at conclusions and coming up with strategic and operational suggestions to foster organizational learning.

It is to be emphasized that only the evaluations of Global Environment Facility/GEF-funded programmes/projects (n=11 out of 66 project evaluations) systematically include performance ratings/rankings such as varying from highly satisfactory to not satisfactory or from highly likely to unlikely (as per standard requirement in GEF evaluation report formats). Whereas the aggregation of the sum total of evaluations conducted in the given period could be desirable from a corporate perspective, this is not possible unless all evaluation report templates would include this feature. Giving ex-post, in the context of this synthesis review, ratings to programme/project performance is considered not legitimate. Rather than emphasizing rankings that are general and perhaps simplified, it is considered more important to focus on common findings and lessons that point at areas for potential improvement.

This qualitative review was carried out in the period September-October 2015 by Ms. Leny van Oyen, international consultant, with the support of Ms. Suman Lederer (consultant) and Mr. Anis Djermouni (intern), of the UNIDO Office for Independent Evaluation.

Section 4 presents the synthesis of the findings and lessons in accordance with the different dimensions on which this exercise has focused: design issues, DAC criteria, programme/project management and gender equality issues..

4. Synthesis of findings and lessons of country wide programme and project evaluations

4.1 Programme/Project Design

Most of the country wide evaluations were based on UNIDO country programmes or service frameworks. Not all but most evaluations drew attention to design issues, referring in particular to:

- the (over-) ambition of objectives, outcomes and outputs (vast coverage; unrealistic targets and short timelines considering the budget size);
- generic design with insufficient analysis of the country context (insufficient problem and stakeholder analysis resulting in gaps in understanding the complexity of issues at stake, weak adaptation to the reality of the target group and/or country context, invalid assumptions, inadequate targets, time frame and resources);
- causal chain not always clear;
- weak results orientation;
- insufficient attention to internal/external synergies;
- no systematic consideration of gender equality issues;
- a multitude of often small and rather stand-alone projects under the programme umbrella.

Of these issues, the "top 3 challenges" reported in the 14 country programme evaluations relate to (in order of occurrence), as shown in the figure below:
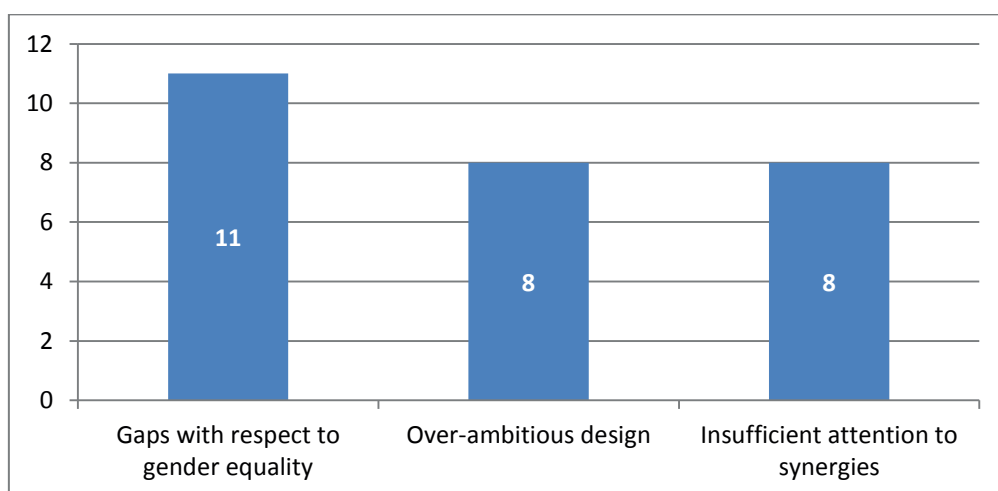
Figure 22. Top 3 challenges reported in country evaluations

(i) gaps with respect to gender equality (in almost 80% of the programmes)[2], followed by (*ex aequo*, in almost 60% of the cases)

(ii) over-ambitious design, and

(iii) insufficient attention to synergies.

Particularly when country programmes suffered from serious underfunding, over optimism as regards the scope and coverage of the country programmes was pointed at. There is no indication that evaluations analyzed the resources available for the design of such programmes. Limited time/other resources needed to conduct in depth situation analyses (such as needs/problem assessment, stakeholder analysis, risk assessments) and pressure to start interventions in a rush, could be among the factors having contributed to the occurrence of design flaws.

The findings as regards the design of individual projects echo the ones regarding country programme design: notwithstanding evaluations that assess the project document to be of good quality including an adequate results framework and clear baselines and targets, many evaluations referred to design related weaknesses. The main issues recurrently reported relate to (as in the case of country programmes):

- overoptimistic/ambitious coverage, scope and expected results within the given project duration and estimated budget;

- the logical/results framework being not specific enough or not fully coherent (such as no distinction between outputs and outcomes or not well articulated indicators); and

- a missing or overly general implementation strategy.

Other issues frequently raised relate to:

- insufficient attention to market considerations in project design,

- the absence of feasibility studies including plans to enhance the likelihood of sustainability and missing exit strategies.

Moreover, many programmes/project documents were found not to include a gender analysis, gender strategy nor gender disaggregated indicators. Few programmes/projects had conducted robust baseline studies.

In terms of the design issues requiring most attention, there is found to be no major difference among the three core areas of intervention: the most frequently reported challenges are concentrated in four areas, as illustrated in the chart below.[3]

---

[2] This figure includes evaluations in which "gender" was not explicitly addressed (which is assumed to imply that this cross-cutting theme is not explicitly addressed in the programme being evaluated).

[3] The charts are based on a review of the frequency in which issues are listed in the evaluation reports. The three most quoted issues are highlighted in this table, including their relative importance (occurrence in percentage of total projects). As evaluation reports are not standard (drafted by different experts and possibly varying in terms of emphasis on issues in these reports), it is cautioned to consider these percentages as indicative.
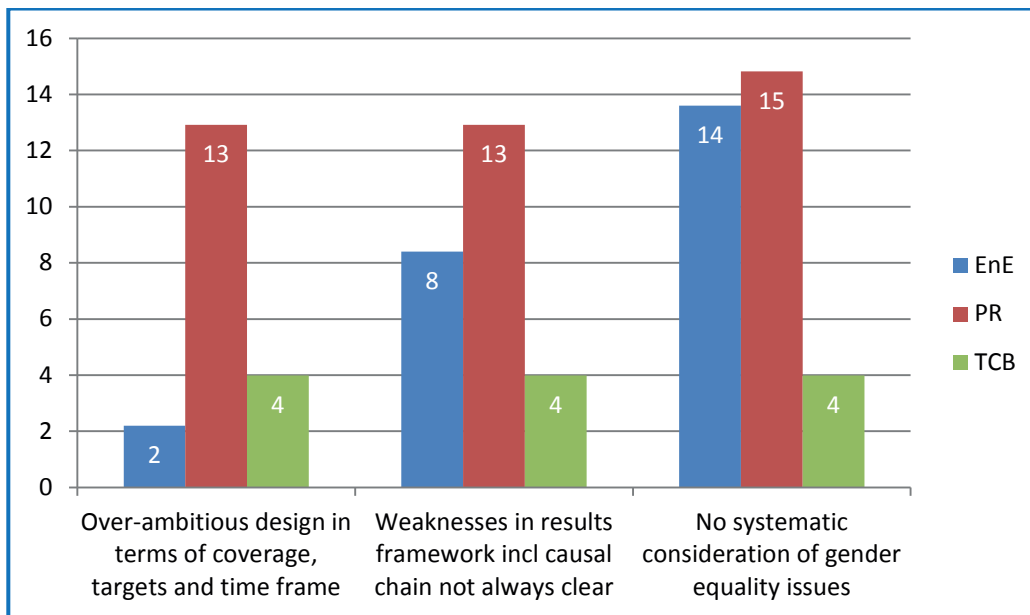
Figure 23. Top 3 challenges in independent evaluations, by project goal

Some differences are not surprising, such as gender consideration having been given less attention in Environment and Energy projects. The latter cover, at least partially, projects that are more likely to be 'gender neutral' than poverty reduction/PSD project interventions. In general, gender is however the most widely cited design challenge (looking at all projects). The design of Environment and Energy projects seems to be suffering least from over-ambition, which could be related to availability of funding for project preparations in this field (in particular through GEF).

In general, being able to build on prior UNIDO support in the country, on previously tested methodologies or lessons from similar projects in the country or elsewhere was reported to facilitate the design of programmes and projects.

In case of cooperation with other UN agencies (such as in the context of Delivering as One initiatives, among others), the expected division of roles and responsibilities and coordination modalities were not systematically defined ex ante, i.e., before starting implementation.
Whenever the design of projects was finalized as part of an inception phase (the case in some short, quick-impact projects in post-conflict contexts), this was flagged as impacting the already short implementation time available.
In cases where a holistic design approach was followed, covering micro, meso and macro level support, this was commended. The same applies to following a project strategy based on a phased approach – benefitting from different consecutive phases.

Whenever the original design was amended, based on challenges or unforeseen opportunities occurring during implementation, this updating (to resolve design weaknesses or to adapt the same to changed circumstances) was considered a pertinent step. Sometimes, weaknesses in design and planning were solved during implementation, resulting in effectively achieving the targets. Changes

introduced in the initial design were however not systematically documented. This highlights the importance of effective steering and monitoring, including adjustment of project design when needed.

4.2 Relevance and ownership

To what extent were the UNIDO interventions consistent with beneficiaries' needs, country priorities, global priorities and donors' policies? To what extent and how were the local stakeholders (counterparts and beneficiaries) involved in programme/project design and implementation?

Relevance

> Review of the country evaluations indicates that, overall, the objectives of the programmes/their (sub-) components were based on needs/challenges of target institutions/enterprises, well aligned to government policies, strategies and priorities. Individual project evaluations also confirmed the alignment of the interventions to country strategies and consistency with national priorities.

To the extent many country programmes were greatly underfunded (a recurrent challenge), several evaluation reports pointed at the need to strengthen linkages with sectoral plans and national budgets. If interventions were highly relevant though of small size, their significance for the country/beneficiaries was reported to have remained moderate. In some cases, reference was made to the need to better link policy advice and downstream support. Moreover, rather than implementing ad hoc type and rather isolated interventions, it was observed that UNIDO should aim for supporting systemic changes in a given sector or sub-sector.

The interventions were also consistent with UNIDO's core mandate and competencies, donor priorities, as well as UN's objectives at large. In a few cases, reference was made to some projects that were beyond UNIDO's core mandate and appeared funding opportunity driven. Another observation emerging from the reports relates to areas not or under-covered by some of the UNIDO country programmes despite country needs, in fields such as energy, trade capacity building or poverty reduction. This being said, to understand the focus and coverage of a programme, the ability to mobilize funding for specific areas is among the factors to be taken into consideration.

It was noted that in most but not in all cases, UNIDO had a country strategy. If missing, this was found to limit UNIDO's ability to translate its potential relevance into support opportunities. The absence of a formal cooperation agreement or another unifying strategic programme framework (in a few cases) tended to result in stand-alone initiatives.

Also regarding individual project evaluations, there was no doubt about the alignment of the interventions to country strategies and consistency with national priorities. Also, relevance with respect to UNIDO's and donors' strategic priorities was generally confirmed, including the priorities of UN cooperation frameworks and regional/international agreements, such as in the field of environment. In some cases, gaps were reported in terms of partnerships with other relevant

national stakeholders (other than the most common counterparts, i.e., the Ministry in charge of Industry or the Ministry of Environment).

Ownership

> In general, active participation of counterparts ("the country to be in the driver's seat") was seen as increasing the relevance, efficiency, effectiveness and sustainability of interventions. Moreover, in several programmes there was a sizeable proportion of self-financing and such recipient country funding or cost-sharing was seen as a factor encouraging active involvement of counterparts throughout the programme cycle.

The country programme evaluations under review indicate that in many cases there was a good level of cooperation with the country stakeholders in both the design and implementation stages. This is illustrated by reference to thorough discussion on programme documents resulting in broad based consensus among the stakeholders involved in the programme, commitment of stakeholders and their direct involvement in the management of interventions. Sometimes workshops were organized to discuss the programme document.

In some cases, the degree of country commitment and involvement varied between the design and implementation phases: sometimes stronger at the start, yet fading out during implementation and sometimes the opposite. Occasionally, ownership was higher at the decentralized level than at the federal/country level. In the case of regional projects, countries did not always 'find themselves' in regional project documents.

There were a few cases in which ownership was reported to be weak. This resulted in for example delays in approval of policies developed in the context of projects. A good working relationship of project management teams with the counterparts was reported as also contributing to good ownership levels.

The degree of private sector involvement in programme design and implementation varied from strong to rather weak. In several programmes, there was however reported to be a strong triangular alliance of government, the private sector and UNIDO – which was reported to promote efficiency, effectiveness and development impact.

At the level of project evaluations, ownership was overall reported as good, shown by the involvement of stakeholders (including beneficiaries), government contributions for relevant infrastructure (for example for pilot demonstrations), participatory selection of beneficiaries of, for example, training activities, or for continuing and expanding services after project completion.

In many cases, the Steering Committee (SC) mechanism was found to be working adequately (see also: programme/project management) and seen as actively ensuring the involvement of stakeholders. However, sometimes the envisaged SC was not operational. Occasionally, there was a gap in information sharing, when stakeholders at the national level were informed of, e.g., decision making and project progress, yet local level counterparts were not or not systematically informed.

When the involvement of business community was less than expected, this affected project results, such linkages between formal training and practice, including labour market opportunities after training.

In a few cases, the ownership dimension was not explicitly covered in evaluations.

4.3 Effectiveness

To what extent were the programme/project objectives achieved and are the programme/project results used? What differences do the programme/project results make in practice to clients and beneficiaries?

> Overall, the observations on programme effectiveness converge with those as regards project effectiveness (and the findings are therefore not differentiated).Not surprisingly, the level of funding affected the coverage/intensity of the interventions and their likelihood to achieve the intended results. Where the funding rate was high, results or progress towards results was reported (sometimes exceeding the targets), and their usefulness was confirmed by beneficiaries. In such cases, UNIDO gained in terms of visibility.

However, over-ambition combined with moderate funding levels affected the perception on overall results (i.e., less than expected). In several cases, it was too early to assess results, particularly when projects were still in early stages of implementation. Sometimes, reference was made to the problem of attributing results such as jobs created as a result of project interventions as such. Often, the evaluation reports pointed at projects being activity/output driven rather than outcome focused (weak results orientation).

Overall, on the one hand there is evidence of interesting results, such as (in random order):

- policy advice, studies or surveys undertaken with the support of UNIDO feeding into the development of national policies and strategies or the establishment of new institutions (such as an Investment Promotion Agency);

- strengthened capacity of private sector organizations to engage in lobbying and advocacy;

- strengthened quality infrastructure with relevant services in place and being used, including readiness of enterprises to pursue, e.g., certification efforts, with or without further project support;

- country commitment to roll-out pilot efforts (e.g., mainstreaming of entrepreneurship/cleaner production included in academic curricula);

- strengthened intra-regional dialogue and networking facilitated through regional projects;

- awareness raised on e.g. environmental issues through different media channels;

- results of cleaner production efforts in terms of saving energy, water, raw materials and also waste management;
- decrease in contamination levels attributed to training;
- progress in limiting the use of ozone depleting substances;
- concrete and tangible results at the enterprise level, such as in improved processing practices (hygiene/quality assurance), higher productivity; operational efficiencies as a result of project support;
- reduced post-harvest losses;
- self-employment and enterprise creation as a result of skills development/improvement, including changes in the income situation of trainees;
- economic role of women enhanced;
- training facilities upgraded, new curricula developed and new teaching methodologies introduced and used;
- the number of trainees exceeding the target and trainers trained continuing the training activities;
- cooperative management improved;
- investment projects promoted, concluded and operational;
- south-south cooperation linkages developed.

On the other hand, in some country programme/projects, effectiveness was assessed as being mixed (some interventions being effective, yet others moderately effective or even weak). There were often gaps between expectations of beneficiaries and results of interventions, given weak funding levels, limited coverage, or gaps in implementation strategies. This is reflected in observations on results such as:

- reference to a drift from focus on SMEs to larger enterprises, despite SMEs being the target beneficiaries;
- limited coverage (project results affecting some people, but being too small in scale to have outreach in terms of poverty reduction/economic recovery);
- weak linkages between vocational training and the private sector;
- missing or limited attention to market access/requirements and marketing issues;
- training being too short and need for post-training support;
- use of service capacities put in place less than expected or competition from other service providers under-estimated;
- recurrent questions regarding the productive use of energy generated through small hydro-power plants;

Sometimes evidence is considered "anecdotal", calling for the need to conduct surveys at the end of project interventions to assess results (comparing these with baseline data provided collected).

There are no indications of negative effects, apart from disappointments resulting from weak funding levels and sometime results and outcomes falling short compared to those expected as per the project document.

4.4 Efficiency

How well were the resources/inputs (funds, expertise, time etc.) transformed into the intended results in terms of quantity, quality and timeliness?

Overall, UNIDO's role and contribution was appreciated as well as the role and contribution of the counterparts (financial and in-kind), reflecting the perception that the interventions brought good or at least satisfactory "value for money", with costs justifying the benefits. Also, in several programmes and projects, reference was made to the good use of national expertise. This being said, there were several efficiency challenges reported in the evaluation reports pertaining to both programmes and projects, covering in particular:

- **Implementation delays**

The reasons for these delays vary and were reported to typically relate to UNIDO centralized decision making; time needed to transfer funds from HQ to the field via sometimes multiple layers (HQ-regional-country level); cumbersome procurement procedures to purchase equipment and procurement planning not anticipating the length of the procurement process – resulting in the call for decentralized procurement where possible and capacity building of local suppliers to engage in international bidding; turnover in Vienna based project managers; delays in UNIDO/donor funding or in counterpart contributions (the latter covering outstanding counterpart contributions; delays in civil works, e.g. the construction of buildings to house equipment; challenges with respect to the capacity of in-country institutions; customs clearance hold-ups). In brief, some delays were reported to be related to UNIDO as implementing agency, and others were considered to be beyond its responsibility. In post-conflict situations, contextual factors (security issues) affected the speed of project implementation and were often underestimated. Moreover, as many 'quick impact projects' were very short term (of one year duration), this resulted in pressure to deliver in often complex contexts.

- **Implementation in isolation**

This refers to lost opportunities for effective synergies in case of silo type ("one by one") project implementation including missed opportunities to pool resources across projects. Whereas linkages with other programmes and projects were pursued in several cases, such search for synergy (internal and external) was not systematic across all UNIDO support. A project combining the project management structure of interrelated projects was a sign of attention to efficiency concerns, though implying additional coordination efforts for project management both in the field and at UNIDO HQ. In general, if a project was part of a country programme, this did not automatically mean that there were mere synergies.

- **Short timelines**

Ambition in design was reflected in the short duration of interventions versus the time expected to be needed to adequately achieve the intended results. In other words, unrealistic timeframes resulted in overoptimistic durations and the actual implementation duration being frequently exceeded. Attention was also drawn to the increase in the budget proportion related to programme/project management in case of major increases in project duration. Situations of major no cost extensions were considered indications of unrealistic time frames in the design of programmes/projects. In a few cases, there was reference to unplanned time gaps between different project stages.

- **Missing guidelines**

For project staff not familiar with UNIDO, there was reported to be the need for an operations manual including UNIDO procedures guiding project management. Also with respect to the use of funds/co-funding by beneficiary countries, guidelines for decision making processes were found to be missing.

- **Other efficiency issues**

In a few cases, reference was made to the underestimation of the impact of the security situation on project implementation, contractual conditions affecting commitment and compromising continuity (delays in contracts; short contract duration; non-competitive remuneration levels), trainees expecting but not receiving a certificate at the end of a training; delays in the distribution of toolkits or trainees' manuals; software/manuals being available in English only, with delays for translation into the required language; weak information sharing on the terms of reference of consultants' missions. There was also reference to changes in the UNIDO financial system affecting the degree of detail available on expenditures – however needed to make adequate observations on project efficiency.

4.5 Sustainability

Will the outcomes of the programmes/projects likely continue after the ending of external funding? What is the probability of continued longer-term benefits,? intended or unintended,) and in how far are they sustainable?

In general, the likelihood of financial, technical and organizational sustainability varied from good to problematic (also reported to depend on the quality of programme/project design). An active role of counterparts in implementation, alignment to national plans and capacity building efforts were expected to contribute to the chances for sustainability. Working with institutions that are part of the national system (e.g., vocational training institutions that are part of the national education system) was seen as factor supporting the likelihood of (financial) sustainability.

The importance of a business plan (developed with the support of the project before the end of the project) and of a proper exit/hand-over strategy were

repeatedly stressed. Sometimes, it was too early to adequately assess sustainability prospects. Or weak institutional anchorage and uncertain funding of counterpart organizations on the medium/long term was considered a source of concern in view of sustainability of efforts. For example, the availability of funding for core beneficiary institutions to continue service delivery such as in the quality support infrastructure was often among the challenges listed.

Chances for sustainability of, for example, training activities were assessed greater in the case of larger (government) counterpart institutions. The existent of a (growing) market for services was another factor expected to enhance the likelihood of sustainability (e.g., the work of cleaner production centres). If a project became a permanent programme or policy (including inclusion in national budgets), sustainability was considered high. In case of government actions resulting from interventions such as adopting standards and other regulations, sustainability was considered high. This being said, the implementation at the country level (especially in case of multi-country/regional coverage) was recognized to take time and sometimes also require additional support, particularly in case of variations in the capacities and resources among countries covered.

For pilot/demonstration projects the importance of conducting feasibility studies in the preparation stage was highlighted to increase chances for impact and replication in case of positive results (guiding the move from "project" to "business operation"). In general, any project aimed at establishing an institution or enterprise was reported to need a solid feasibility study or business plan during the inception phase. Also, attention was drawn to the need for more emphasis on the post-project management of pilot/demonstration centres. Private sector taking ownership of training cum production centres including maintenance of equipment was seen as an important move towards sustainability. When the legal status of demonstration centres was unclear, this was considered to pose a challenge as regards the centre's sustainability.

In several cases, project resources were used for covering recurrent costs of host institutions, which was considered a concern, both in terms of efficiency and sustainability. Sometimes projects were perceived as ending abruptly and in an unstructured manner, leaving local stakeholders confused about UNIDO's intentions as regards the "future of the project". Or the departure of key personnel amongst the stakeholders (such as due to retirement) was seen as a potential loss of capacity and thus sustainability risk.
In general, it was considered important for projects to take catalytic actions to foster replication potential (including in other countries) – that often was stated to depend in particular on governments.

4.6 Impact

Which longer term effects (economic, social, environmental) at the target beneficiary level have occurred or are likely to occur (directly or indirectly; intended or unintended)?

Whereas several programme/project evaluation reports pointed at noteworthy achievements, progress towards impact or positive assessment of the potential for impact (see "effectiveness" for examples), severe underfunding of some programmes affected chances for impact or limited its scope, at least at the time when the evaluation was conducted. Lack of detailed monitoring data to be able to assess outcomes and impact was often seen as a challenge to make evidence based statements on impact. Budget shortage was at times reported to explain why no broader environmental impact measurement was conducted.

When interventions did not really take off yet at the time of the evaluations, assessing the likelihood of outcomes and impact was considered premature. Often, the likelihood of impact was considered dependent on the availability of additional funding.

This would explain why in many of the reports the impact section remains rather general or is even missing. Sometimes recommendations of evaluations included the realization of an impact assessment around 5 years after project completion.

4.7 Programme/project management

Management related issues/challenges typically mentioned in the programme/project evaluations' reports related in particular to:

- **Steering mechanisms**

Decision making bodies (Steering Committees/Coordination Committees) were envisaged in programme/project documents, but were often not put in place/not operational. In case of weak funding of a country programme, the programme document was often not adapted to this situation. Not amending projects documents in case of reduced budget availability was reported as an omission.

Indications of responsiveness and flexibility in programme/project management and steering were commended, recognizing the need to adopt interventions based on lessons, unforeseen needs and opportunities.

When projects had been subject to mid-term evaluations, final evaluations found that most mid-term evaluation recommendations had been addressed/implemented, although there were also cases in which this follow-up of the mid-term evaluation did not occur as expected.

- **Role of Field Offices (FOs – with country or regional coverage)**

The important role of the FOs as regards project management and field based decision making was recognized, but some cases pointed out the confusion between their role and that of HQ – including the designation of programme team leaders. Sometimes, the FOs were not in the picture when new projects were initiated. This is related to the earlier mentioned observation of strong centralized management or not much decentralization (often cited as one of the factors contributing to delays in implementation – cf. efficiency). Limited resources were stated to affect the ability of the FO to adequately monitor projects, promote

synergies among projects and actively participate in UN Country Team (UNCT) coordination efforts.

In several cases, the FO was temporarily not covered (gap between the departure of staff and the appointment of his/her successor), which affected the follow-up of ongoing operations, the development of new initiatives, synergies among projects and coordination with government, donors and other UN agencies. In case of UNIDO Focal Points, this was assessed as not being an adequate model to represent UNIDO (compared to a proper FO/Desk). The option of assigning at minimum field coordination to a Chief Technical Adviser (CTA) or other senior project staff was suggested in cases of missing UNIDO Office/Desk coverage in a given country.

- **Project management units**

In several cases, project management units were reported to be based at the UNIDO office. However, for the sake of capacity building and sustainability, these were recommended to be rather located in the premises of counterparts. Sometimes the management units were understaffed and overstretched. There was rarely reference to high project administration & management costs. Some reports refer to the need for local staff (FO/project staff) to be trained on SAP.

- **Results based monitoring and reporting**

Lack of baseline line information was reported to affect the ability to accurately measure results. Many evaluations referred to the need to move from activity and output planning, monitoring and reporting to results/outcome planning, monitoring and reporting. A commonly observed issue relates to the need for indicators to be clear and realistic (see also: design). Sometimes progress reports were missing, incomplete, and not tightly aligned to the logical framework of the programme/project. Results at the enterprise level were not systematically measured nor documented.

In brief, many reports referred to a weak or missing M&E system, emphasizing the need for proper M&E of interventions, including a budget (such as for monitoring by project or cost-shared by a number of projects). Also, the importance of an annual report on the results of UNIDO cooperation was emphasized (in the case of a programme).

- **Synergies**

Notwithstanding some cases of effective linkages among UNIDO projects in a given country (implying cooperation among different UNIDO Branches), the need for better in-house synergies was repeatedly mentioned in the evaluation reports. There were also found to be missed opportunities for effective cooperation with other programmes and projects. In several cases, reference was made to the need for more active linkages with NGOs in community level activities.

Some (large) projects brought together multiple implementing (co-executing) agencies with complementary roles and responsibilities. Active participation in One UN/UNDAF was reported to have boosted UNIDO's visibility in many

countries, although there were found to remain many opportunities for deeper collaboration. This being said, cooperation (including joint programmes) in the context of One UN and UNDAF was also found to be challenging in some countries or subject to delays, including as a result of unpredictable funding.

- **Other**

As mentioned under "efficiency", human resources management issues can affect, e.g., continuity. The issuance of short term contracts to long term consultants was mentioned in this regard as a weakness. In some cases, there was a high turn-over of expertise.

4.8 Gender equality

In most programme/project evaluation reports, the need for more attention to gender equality issues was highlighted. In some programmes/projects gender perspectives were adequately addressed, such as through awareness raising or mainstreaming of gender aspects in e.g., training interventions. There were also projects in which women were the main target beneficiaries. However, in many cases attention to gender equality was weak or missing. For example, in some programmes there was no explicit gender project in the portfolio, no gender analysis conducted during design, or indication of gender mainstreaming efforts. In some projects, gender equality was not considered relevant considering project objectives or gender related indicators became unrealistic (such as in cases of training in male dominated fields such as mechanics). In other cases, there was no information on gender included, except merely stating that there was a good representation of gender in the participating enterprises reflecting the gender representation in the country. In some evaluation reports, there is no mention of gender equality issues at all.

In general, there was found to be need for better gender mainstreaming in both the design and implementation of programmes, including systematic gender analysis, the development of a gender action plan, the identification/designation of gender focal points, and gender related performance targets. Correspondingly, the monitoring and reporting system should include measurements on gender equality (gender disaggregated data collection). Not only gender equality, but also youth employment was recommended to be more systematically addressed in programmes and projects.

Finally, it is to be also noted that in some cases there was no reference to gender equality in programme documents, yet there were some positive side effects in this regards during implementation, such as in terms of better working conditions and jobs.

III. Conclusions and way forward

This report constitutes an attempt to synthesize the key findings and lessons reflected in the programme and project evaluations carried out in the period 2012 – 2015. As this exercise is aimed at contributing to organizational learning, emphasis is put on areas where there is room for improvement.

In essence, many observations reiterate earlier reviews of evaluating findings: weaknesses are similar to issues raised and lessons from previous evaluations, which illustrate the problem of limited use of evaluation findings (a common problem, not limited to UNIDO). There was no significant difference between the evaluation findings of the different intervention areas other than a ranking summary statement being integral part of GEF project evaluations.

The conclusions and suggestions below do not claim to be truly "new" and will most likely not surprise UNIDO management, nor staff engaged in programme/project design and implementation. In a way, they are hoped to serve as a "reminder" of areas where there is scope for further progress and perfection. The following general conclusions are extracted from this synthesis of independent programme and project evaluations:

- Many evaluations concluded that design could have been better;
- Overall, interventions are found to be relevant in terms of alignment to government, UNIDO, UN wide and donor priorities;
- Ownership varies from good to average, with sometimes differences between the design and implementation stages;
- Good results are achieved, but design is frequently reported to be over-ambitious which, combined with funding challenges, limits ultimate effectiveness and impact;
- Many evaluations point at weak results orientation (more focus on activities than on results);
- Recurrent efficiency issues are reported including the tendency towards centralized decision making, delays in procurement and human resource management (contractual conditions);
- Sustainability varies from good prospects to uncertainty as regards the continuation of benefits after project completion;
- Although programme/project management is often assessed as good, there is often no robust M&E system put in place;
- Steering mechanisms are not always operational;
- There were frequently reported to be missed opportunities for internal and external synergies;
- Often, the gender dimension is missing in project design and implementation.

Based on the above, the following lessons and suggestions are considered "points for attention" in programme/project design, appraisal and implementation, as well as evaluation.

A. For UNIDO Management

- Dedicate adequate resources (time, staff, other resources) to the design of new country programmes (avoid programme design to be done in a rush);

- Pay due attention (including dedicating resources) to provide in-house support to project managers in the development of good quality results frameworks in programme/project documents and ensure their alignment to UNIDO's corporate objectives and KPIs;

- Encourage more attention to results focused design, monitoring and reporting;

- Strengthen the existing programme/project appraisal prior to approval and use appraisal checklists in the approval stage;

- Ensure the conclusion of a formal joint cooperation agreement that defines and specifies the country strategy for each beneficiary country;

- Ensure where possible the involvement of targeted donors from the design phase onwards to increase the likelihood of funding of country programmes and individual projects;

- Stimulate cost-sharing/self-financing modalities, particularly in - though not limited to - middle income countries and formally agree on such (co-financing (programme/project) during the design stage;

- Look beyond traditional funding sources;

- Ensure adequate tailoring of intervention approaches to the level of development of a country and its context;

- Discourage the inclusion of too many disparate initiatives in country programmes and persevere the search for better/deeper internal and external synergies;

- Promote and monitor the translation of the UNIDO Gender Policy into effective gender considerations at the programme and project level;

- Stimulate the search for collective efficiencies with respect to M&E systems, including, where feasible, common efforts among projects at the country level;

- Ensure easy access of project staff, including FO staff and project staff in the field, to information on UNIDO procedures guiding project management;

- Discuss recurrent observations in evaluations regarding challenges with respect to efficiency (e.g. procedural delays, centralized management system, contractual conditions with continuity risks) and decide on ways of addressing these;

- Envisage resources for conducting impact studies (post-project) where considered of strategic importance for organizational learning and use the ensuing impact evidence in promoting the work of UNIDO/its visibility.

B.   For Project Managers

Design

- Finalize design before implementation is started (in cases where funding is available ex ante);

- Ensure that outcomes and outputs are clearly defined and achievable within the given project duration (aligning the scope of the objectives to resources – budget and national capacities - with realistic timelines);

- Ensure that indicators are realistic, precise, coherent, relevant and measurable (in other words "SMART indicators");

- Include needs assessment/problem analysis, market assessment (where relevant), stakeholder analysis, risk assessments/risk assessment and mitigations measures (the latter especially in post-conflict contexts) in the design of interventions;

- Include the development of a feasibility study and business plan in the design of pilot/demonstration projects;

- Define coordination among implementing agencies (if more than one agency) in the design phase;

- Collect baselines at the start of a project to be able to meaningfully measure results;

- Document amendments, once agreed upon at the level of steering, in the form of programme/project revisions;

Relevance and ownership

- Seek to involve from the design onwards the range of key local stakeholders important for the programme/project – where appropriate going beyond the core partners (i.e., the Ministries in charge of Industry and Environment), including also private sector representatives;

Effectiveness

- Ensure that planning, monitoring and reporting is results-focused, in line with the results framework;

Efficiency

- Anticipate the likely occurrence of procurement delays in project planning;

- Avoid unrealistic timeframes and envisage consecutive phasing where feasible (to allow building consecutive phases on experiences and lessons);

Sustainability

- Consider the post-project situation in pilot/demonstration projects from the design phase onwards;

- Develop an exit strategy early on during implementation;

Impact

- Collect evidence for and report on early indications of impact (during/at the end of the project);

Programme/project management

- Actively involve and use the UNIDO field offices/Desks throughout the project cycle;

- Avoid silo-type operations and create effective linkages with related interventions (UNIDO/other);

- See to it that project management units are located in the premises of the counterparts;

- Develop adequate M&E system for project management, monitoring and reporting (where needed seek in-house support);

Gender equality

- Pay attention to including gender equality considerations in project design and implementation.

C. For ODG/EVA:

- Present the finalised project evaluation reports (both mid-term and terminal) on the UNIDO website in a different manner: not only in chronological order but by thematic area/sub-area with a view to facilitating their use;

- Insist on the inclusion of a section on gender equality considerations in all evaluation reports (now sometimes missing).

Annex A. List of final evaluation reports (2012-2015)

1.A Country evaluations[4] (n=14)	
Country	*Date of report*
Federal Republic of Nigeria	April 2012
Republic of South Africa	April 2012
Socialist Republic of Viet Nam	April 2012
Cuba	April 2012
Rwanda	August 2012
Kenya	March 2013
Zambia	October 2013
Iraq	December 2013
Mexico	December 2013
Russian Federation	March 2014
Pakistan	April 2014
République du Congo	October 2014
Democratic Socialist Republic of Sri Lanka	February 2015
Oriental Republic of Uruguay	May 2015

---

[4] Including country programmes/CSF/Integrated Programme

1.B Project Evaluations (n=66)

ENVIRONMENT AND ENERGY

GEF-FUNDED PROJECTS

1	PEOPLE'S REPUBLIC OF CHINA: Independent terminal evaluation. Strengthening institutions, regulations and enforcement (SIRE) capacities for effective and efficient implementation of the national implementation plan (GF/CPR/07/009; GEF ID: 3263). August 2015
2	BURKINA FASO: Independent terminal evaluation. Promoting energy efficiency technologies in beer brewery in Burkina Faso (GF/BKF/12/001 - SAP 100046; GEF ID: 4285). August 2015
3	KINGDOM OF CAMBODIA: Independent final evaluation. Creating opportunities and ensuring effective e-waste management in Cambodia (TF/CMB/12/001/003 - SAP 120011). June 2015
4	REGIONAL AFRICA: Independent terminal evaluation. Regional project to develop appropriate strategies for identifying sites contaminated by chemicals listed in annexes A, B and/or C of the Stockholm Convention. Ghana and Nigeria (GF/RAF/07/024, TF/RAF/09/008). June 2015
5	MEXICO. Independent final evaluation. Integrated assessment and management of the Gulf of Mexico Large Marine Ecosystem (GF/MEX/09/001). July 2014
6	THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA: Terminal evaluation: Phasing-out PCBs and PCB-containing equipment in the Former Yugoslav Republic of Macedonia (GF/MCD/08/002). February 2014
7	SOUTH AFRICA: Greening the COP17 in Durban (GF/SAF/11/004, GF/SAF/11/A04, GF/SAF/11/B04). November 2013
8	GLOBAL: GLOBAL ENERGY ASSESSMENT: Developing Policy Tools for Jointly Reducing Energy Poverty and Greenhouse Gases (UNIDO SAP ID 103025, prev. GF/GLO/10/004; GEF ID: 3928); and Cooperation with Global Energy Assessment on the development of industrial sector energy end-use module (UNIDO SAP ID: 103026; prev. XP/GLO/09/002). October 2013
9	GLOBAL: Development of the Guidelines for Updating of National Implementation Plans (NIPs) under the Stockholm Convention taking into account the new POPs added to the Convention (GF/GLO/11/013; GEF Project No. 4410). October 2013
10	ARAB REGION: Transfer of environmental sound technology in the South Mediterranean Region (GF/RAB/08/004). (external evaluation by: UNEP). July 2013
11	ARMENIA: Independent terminal evaluation. Technical assistance for environmentally sustainable management of PCBs and other POPs waste in the Republic of Armenia (GF/ARM/08/002). August 2012

44

1.B Project Evaluations (n=66)

E&E - OTHER

12	RUSSIAN FEDERATION: Independent terminal evaluation. Identification, evaluation and prioritization of pollution "hot-spots" in the basins of trans-border reservoirs and transfer of environmentally sound technologies (US/RUS/10/003 - SAP 104122). August 2015
13	REPUBLIC OF THE SUDAN: Surveys of renewable marine resource in the Red Sea State (TE/SUD/12/004). May 2014
14	REGIONAL ASIA: Independent evaluation. Promotion and Transfer of Marine Current Exploitation Technology in China and South East Asia (UE/RAS/05/004, TE/RAS/12/005 - SAP 106049). April 2015
15	KINGDOM OF CAMBODIA: Independent final evaluation. Identification, assessment and prioritization of pollution "hot spots" and transfer of environmentally sound technologies (TEST) in the Cambodian Section of the Mekong river basin (TF/CMB/10/002/A02 - SAP ID 104083). February 2014
16	SRI LANKA: End review. UNIDO National Cleaner Production Center, Sri Lanka (UNIDO proj. No. TF/SRL/09/003; external ref. No. LKA 3124-08/048). (External review commissioned by: Norad). December 2013
17	VIET NAM: Helping Vietnamese SMEs to adapt and adopt CSR for improved linkages with global supply chains in sustainable production (REAP subcomponent) (EE/VIE/08/A07; EC ref. SWITCH Asia 2008 - VN 171-192). November 2013
18	REGIONAL AFRICA: Independent terminal evaluation. Combating Living Resources Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (UNIDO ref.: GP/RAF/04/004, EG/RAF/04/001; GEF: GFL/2731-04-4809, GF/6030-04-12). (external evaluation by: UNEP). November 2012
19	VIET NAM: Independent ex-post evaluation. UNIDO support to the National Cleaner Production Center in Viet Nam (US/VIE/96/063, US/VIE/04/064). June 2012
20	REGIONAL AFRICA: Demonstrating and capturing best practices and technologies for the reduction of land-sourced impacts resulting from coastal tourism (short title: COAST) (GP/RAF/08/004). April 2012 (external evaluation by: UNEP)

POVERTY REDUCTION / PRIVATE SECTOR DEVELOPMENT

LIVELIHOOD

1	GHANA and LIBERIA: Independent joint evaluation. From Ghana to Liberia: Reintegration of Liberian refugees through multi-skills training for sustainable livelihoods and poverty alleviation (TF/GHA/13004); and Reintegration for Liberian returnees through skills training and job creation (TF/LIR/120459). August 2015

1.B Project Evaluations (n=66)

2	REPUBLIC OF THE SUDAN: Recovery of coastal livelihoods in the Red Sea State of Sudan: The modernization of artisanal fisheries and creation of new market opportunities (TF/SUD/09/002). September 2014
3	REPUBLIC OF LIBERIA. Rehabilitation of training centres in vulnerable communities in Liberia (TF/LIR/11/001). July 2014
4	INDIA. Promoting livelihoods in North Eastern India: The cane and bamboo networking project (SF/IND/08/004, US/IND/08/002, XP/IND/12/006). June 2014
5	SIERRA LEONE: Rehabilitation of training-cum-production centres in vulnerable communities of Bo, Kpandebu, Pujehun, Kailahun and Koindu (TF/SIL/11/002). March 2014
6	SOUTH SUDAN: Integration and progress through protection and empowerment of displaced groups in Southern Sudan (TF/SUD/12/001 - SAP 110037)
7	DEMOCRATIC REPUBLIC OF THE CONGO: Bringing support to the National Reconstruction Programme of DRC for livelihoods recovery and peace building // Appui au programme national de reconstruction de la RDC pour le retablissement des conditions de vie et la consolidation de la paix (TF/ZAI/11/001). February 2014
8	COTE D'IVOIRE: Training of the youth for post-conflict reconstruction and peace building (TF/IVC/10/004); and Quality training insertion of the youth (TE/IVC/08/003). February 2014
9	INDONESIA: Independent evaluation. Realizing minimum living standards for disadvantaged communities through peace building and village-based economic development (TF/INS/08/004). July 2013
10	IRAQ: Evaluation of micro enterprises for reintegration of Internally Displaced persons in Thi Qar Governorate (TE/IRQ/08/004). April 2013
11	ARMENIA: Final independent evaluation. Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia. Project funded by the United Nations Trust Fund for Human Security (UNTFHS) (TF/ARM/09/001/A01/B01). (joint independent evaluation by: UNHCR, UNDP, UNIDO, UNFPA, and UNICEF). March 2013
12	SOMALIA: Independent evaluation. Integration and progress through skills and employment for displaced groups in Somalia (TF/SOM/11/001). March 2013

46

1.B Project Evaluations (n=66)

13	IRAQ: Independent evaluation. Promotion of micro-industries for accelerated and sustainable livelihood recovery, Ninewa Governorate of Iraq (MISP V) (TE/IRQ/09/008/A08/B08/C08). January 2013
	TRAINING (entrepreneurship/other)
14	IRAQ: Operations and Industrial Maintenance Training Academy in Erbil, Iraq (pilot plants) (TE/IRQ/11/001 - SAP 10110). May 2015
15	ANGOLA: Independent terminal evaluation. Technical Assistance for Angola's Entrepreneurship Curricula in Secondary Schools Programme (ECP). XP/ANG/08/003; US/ANG/08/002; US/ANG/08/001; TF/ANG/10/001. June 2014
	INVESTMENT
16	IRAQ: Independent evaluation. Enhancing investment to Iraq through industrial zone (IZ) development (TE/IRQ/10/006). April 2015
17	GLOBAL: ITPO TOKYO. UNIDO Service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office) (US/GLO/10/119). October 2013
18	IRAQ: Combined independent evaluation. Enterprise development through information and communication technology (EDICT) (FB/IRQ/09/007) and Investment promotion for Iraq (IPI) (TE/IRQ/09/010). April 2013
19	ITALY: Investment and Technology Promotion Office in Italy. April 2012
20	IRAQ. Enterprise Development and Investment Promotion (EDIP) (FB/IRQ/07/004). February 2012
	UPGRADING
21	COTE D'IVOIRE: Evaluation independante. Amélioration de la compétitivité des entreprises ivoiriennes des secteurs d'exportation non traditionnels (EE/IVC/10/001). February 2015

1.B Project Evaluations (n=66)

22	REGIONAL AFRICA: Independent evaluation. Restructuring and upgrading of industries in UEMOA countries / Etude relative a l'Evaluation de la phase pilote du programme de restructuration et de mise a niveau de l'industrie des Etats membres de l'UEMOA (TE/RAF/07/001) (External evaluation by: UEMOA Commission). January 2014
23	SOUTH AFRICA: Independent evaluation. South Africa Automotive Component Supplier Development (ACSDP) (SE/SAF/09/003). October 2013
24	CAMEROON: Evaluation indépendante du Programme Pilote d'Appui à la Mise à Niveau, la Normalisation et la Qualité (PPAMNQ) (EE/CMR/08/002). (external evaluation by: European Union). April 2013
25	ETHIOPIA: Independent evaluation. Technical assistance project for the upgrading of the Ethiopia Leather and Leather Products Industry (TE/ETH/08/008). February 2013
	OTHER (with focus on specific sector/business environment)
26	GLOBAL: Independent final evaluation. Strengthening the local production of essential generic drugs in developing countries, Phase 2 (TE/GLO/08/030); Strengthening the local production of generic drugs in least developed countries (LDCs) through the promotion of SMEs, business partnerships, investment promotion and south-south cooperation (XP/GLO/09/016); and Strengthening the local production of essential medicines in developing countries through advisory and capacity-building support, Phase 3 (TE/GLO/10/023 & XP/GLO/11/007). April 2015
27	STATE OF PALESTINE: Technology transfer for recycling of building material waste, Gaza Strip, and support to the marble and stone industry in the West Bank (TE/PAL/05/005 - SAP 106029). October 2014
28	GLOBAL: Independent evaluation. Africa (Accelerated) Agribusiness and Agroindustries Development Initiative (3ADI) (UE/GLO/10/016, TE/GLO/10/017, US/GLO/10/018, TF/GLO/12/022, (plus related projects)). June 2014
29	INDIA/VIET NAM: Independent evaluations of UNIDO cluster twinning projects in: India (TE/IND/04/001) and Viet Nam (TE/VIE/08/003), and Review of the UNIDO cluster twinning (CT) approach. July 2013
30	ETHIOPIA: Final evaluation. Edible oil value chain enhancement (FM/ETH/10/002, FM/ETH/10/A02). (external evaluation by: MDG Achievement Fund). July 2013

1.B Project Evaluations (n=66)

31	UGANDA: Independent terminal evaluation. Establishment of two District Business Information Centres in Uganda to promote private sector development and information and communication technologies (UE/UGA/09/003). June 2012
32	VIET NAM: Technical Assistance to Business Registration Reform in Viet Nam 2008-2013 (TF/VIE/08/001, XP/VIE/08/002 and FB/VIE/09/006, US/VIE/10/002). October 2013
33	KENYA: Independent evaluation. Crafting a green future - Bamboo in the curio and souvenir industry (TF/KEN/11/001). January 2013
34	IRAQ: Independent evaluation. Rehabilitation of the Mosul Dairy Plant (FB/IRQ/10/001). January 2013
35	IRAQ: Private sector development programme for IRAQ (FB/IRQ/08/007/A07), n.b. the UNDP evaluation of the Enabling policy framework for rapid economic recovery, inclusive and diversified growth and private sector development in Iraq includes the Private Sector Programme in which UNIDO has been involved with the aforementioned project. (external evaluation by: UNDP). 2012
36	IRAQ: Technology acquisition to restart and generate economic transformation (TARGET) (FB/IRQ/08/006). June 2012
37	IRAQ. Rehabilitation of the date palm sector in Iraq (FB/IRQ/07/A03). February 2012
38	EGYPT. Development and the Private Sector. Pro Poor Horticulture Value Chains in Upper Egypt (FM/EGY/09/006, FM/EGY/09/A06) (external evaluation by: Millennium Development Goal Secretariat (MDG-F)). January 2012
	TRADE CAPACITY BUILDING
1	ARAB REGIONAL: Independent final evaluation. Support the implementation of the regional Arab Standardization Strategy with focus on the regional coordination on accreditation (TE/RAB/10/001). May 2014
2	SRI LANKA: Strengthening international certification capability in Sri Lanka with particular reference to Social Accountability Standard (SA8000) and Food Safety (HACCP/ISO 22000) standard (TE/SRL/06/004). March 2014

49

1.B Project Evaluations (n=66)

3	MOZAMBIQUE: Final evaluation. Business Environment and Trade Facilitation (BESTF) project for Mozambique (EE/MOZ/08/001). (external evaluation by: European Union). February 2014
4	ZAMBIA: Independent final evaluation. Joint UNIDO-WTO trade capacity-building programme framework for Zambia (TE/ZAM/09/001). February 2014
5	REGIONAL ASIA: Independent evaluation. SAARC II - UNIDO projects in Bhutan, Bangladesh, Nepal and Maldives. UNIDO/NORAD project - Strengthening institutional and national capacities related to standards, metrology, testing and quality (SMTQ), phase II (TE/RAS/07/001/A01/B01/C01/D01). November 2012
6	MALAWI: Capacity building for aflatoxin management and control in groundnuts in Malawi (TE/MLW/08/001). June 2012
7	REGIONAL AFRICA. Trade capacity building in agro-industry products for the establishment and proof of compliance with international market requirements in the East African Community (EAC) (TE/RAF/06/014). February 2012
	OTHER EVALUATIONS (GLOBAL COVERAGE)
1	GLOBAL. UNIDO Centre for South-South Industrial Cooperation (UCSSIC), New Delhi, India (US/GLO/06/015). March 2012
2	GLOBAL. Independent final evaluation. Operational phase of the international Centre for Advancement of Manufacturing Technology (ICAMT) (SF/GLO/08/009, US/GLO/08/010). August 2014

50

Annex B. List of strategic/thematic evaluations (2012-2015)

(In chronological order)

1.	Independent cluster evaluation of UNIDO projects. Enabling activities to review and update the National Implementation Plans for the Stockholm Convention on Persistent Organic Pollutants/POPs (April 2015)
2.	Independent thematic evaluation. UNIDO Renewable Energy Trust Fund (March 2015)
3.	Independent strategic evaluation. Implementation of the expanded UNIDO Medium-term programme framework, 2010-2014 (February 2015)
4.	Independent thematic evaluation. UNIDO's post-crisis interventions (February 2015)
5.	Review of NORAD's support to UNIDO's Trade Capacity Building Programme 2005-2013 (January 2015)
6.	Independent thematic evaluation. UNIDO's Public private partnerships (March 2014)
7.	Independent thematic evaluation. Independent evaluation of UNIDO Regional Programmes for Trade Capacity Building in West Africa (June 2013)
8.	Independent thematic evaluation. Thematic evaluation of UNIDO projects related to industrial upgrading (April 2013)
9.	Independent thematic evaluation. UNIDO's Global Forum function (April 2013)
10.	Independent thematic evaluation. UNIDO's Field Office performance (March 2013)
11.	Independent thematic evaluation. UNIDO's contribution to the Millennium Development Goals (October 2012)
12.	Independent thematic evaluation. UNIDO's work in the area of Persistent Organic Pollutants/POPs (June 2012)
13.	Evaluation of the financial mechanisms of the Montreal Protocol/external evaluation/UNEP (May 2012)
14.	Thematic evaluation. UNIDO's contribution to the One UN mechanisms (May 2012)