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Independent Thematic Review

UNIDO Interventions in the Area of Enterprise Development for Job Creation, including for Women and Youth



UNIDO OFFICE FOR INDEPENDENT EVALUATION

Independent Thematic Review

**UNIDO Interventions in the Area of Enterprise
Development for Job Creation, including for
Women and Youth**



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

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Contents

Abbreviations and acronyms	vii
Glossary of evaluation-related terms.....	ix
Executive summary	x
1. Introduction.....	1
1.1 Review objective and purpose.....	1
1.2 Subject and scope of the review.....	2
1.3 Review criteria and key questions	2
2. Methodology.....	3
2.1 Review period and team.....	3
2.2 Data collection and analysis process.....	3
2.3 Limitations	4
3. Programme description.....	5
3.1 Enterprise development for job creation	5
3.2 Gender and youth.....	6
3.3 Profile of the UNIDO interventions sampled	7
3.4 Level of interventions.....	7
3.5 Types of interventions	8
3.6 Geographical distribution.....	8
4. Theory of change	9
4.1 Introduction.....	9
4.2 Intervention logic	9
4.3 Assumptions	10
4.4 What does the theory of change tell us?	11
5. Findings.....	13
5.1 Relevance.....	13
5.1.1 UNIDO policies/guidelines in support of enterprise development for job creation, in particular for women and youth.....	13
5.1.2 UNIDO projects in the area of enterprise development focusing on job creation, in particular women and youth.....	15
5.2 Types of interventions	17
5.3 Effectiveness.....	19
5.3.1 Results reported.....	19
5.3.2 Scale of results.....	22
5.3.3 Types of jobs reported	25
5.4 Good examples, comparative advantage, success factors and challenges.....	27
5.4.1 Successful interventions and good practices.....	27

5.4.2	Key factors determining performance of interventions: UNIDO’s strengths and weaknesses	28
5.5	Gender and youth.....	30
5.5.1	Introduction of gender and youth objectives in UNIDO interventions in the area of enterprise development for job creation	30
5.5.2	Aggregation of gender and age data.....	32
5.6	Efficiency.....	35
5.6.1	Use of logical concepts	35
5.6.2	Monitoring and reporting on contributions to enterprise development for job creation, including for women and youth	37
5.6.3	Promising examples to measure higher-level results.....	40
5.6.4	Under-reporting of results?	43
6.	Overall rating	44
7.	Conclusions.....	46
7.1	How many people got employed because of UNIDO?	46
7.2	Dilemma between the level of interventions and the measurability of UNIDO’s contribution to more jobs.....	47
7.3	Can you manage what you cannot measure (e.g. capacity building, policy advice)?	47
7.4	Scaling-up of projects	48
7.5	Benefits of theories of change.....	48
7.6	Need for more ex-post monitoring of longer-term effects.....	49
7.7.	Does UNIDO contribute to more or less jobs/employment?.....	49
7.8	Labour intensive sectors and competitiveness.....	50
7.9.	Women and youth.....	50
8.	Recommendations	51
Annex 1.	Review Terms of Reference (main body).....	53
Annex 2.	Review Framework	66
Annex 3.	List of documents reviewed.....	68
Annex 4.	Selected ongoing projects	73
Annex 5.	List of persons interviewed.....	75
Annex 6.	Screening template	76
Annex 7.	Review template for in-depth analysis.....	77
Annex 8.	Good examples of UNIDO projects in the area of enterprise development for job/employment creation, including for women and youth.....	79
Annex 9.	Compilation of results reported by the evaluation reports analysed.....	89
Annex 10.	Results statements related to job/employment creation in the UNIDO Annual Report 2014.....	94

Figure 1. Geographical distribution of project evaluation reports reviewed.....	8
Figure 2. Theory of change of enterprise development for job/employment creation, including for women and youth	12
Figure 3. Industrial Upgrading and Modernization Programme.....	17
Figure 4. Level of UNIDO interventions in the area of enterprise development.....	18
Figure 5. Types of interventions	19
Figure 6. Level of results reported.....	20
Figure 7. Job results reported	21
Figure 8. Categorization of evaluation reports addressing enterprise development and job creation	25
Figure 9. Theme categorization of evaluation reports not addressing either enterprise development nor job creation.....	26
Figure 10. Comparative advantages, success factors and challenges.....	29
Figure 11. Availability of gender disaggregated data.....	32
Figure 12. Type of gender disaggregated data available	33
Figure 13. Availability of age disaggregated data	34
Figure 14. Type of age disaggregated data available ⁴⁷	34
Figure 15. Use of logical concepts	35
Figure 16. Quality of logical concepts used	37
Figure 17. Example of the aspiration to monitor employment results.....	40
Figure 18. Example illustrating higher-level results – direct jobs.....	42
Figure 19. Example illustrating higher-level results - employment status of the roll-out trainees on installation and repair services.....	42
Figure 20. Example illustrating higher-level results – improved income	43
Figure 21. Types of intervention and measurability of UNIDO contribution.....	47
Table 1: Examples of UNIDO interventions in the area of enterprise development for job creation	7
Table 2. Examples of job/employment results reported in 26 evaluation reports ²²	21
Table 3. Summary of SAP results on job creation KPIs, by Programme objective	23
Table 4. Summary of SAP results on job creation KPIs, by Branch ²⁸	23
Table 5. Summary of SAP results on job creation KPIs, by RBM category ²⁸	23
Table 6. Sectors and types of activities for which jobs are reported	25
Table 7. Good examples of UNIDO projects in the area of enterprise development for job/employment creation, including for women and youth	27
Table 8. Example of gender disaggregated data – Entrepreneurs who participated in HP Life training in Tunisia (September 2013 – December 2014)	33
Table 9. Overall rating.....	44

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The insights and reflections shared with us contributed to our understanding of the subject and were most useful in drawing conclusions and looking ahead.

Ms. Silvia Alamo, Senior Evaluation Consultant

Mr. Urs Zollinger, Senior Evaluation Consultant and Team Leader

Abbreviations and acronyms

YEI	Indonesia Energy Foundation
3ADI	Accelerated Agribusiness and Agro industries Development Initiative
ASTEE	Assessment tools and indicators for entrepreneurship education
CCIs	Cultural and creative industries
CIP	Competitiveness and Innovation Framework Programme
CITET	Tunis International Center for Environmental Technologies
COMFAR	Computer Model for Feasibility Analysis and Reporting
ECP	Entrepreneurship Curriculum Programme
EDC	Enterprise Development Centers
EDICT	Enterprise development through information and communication technology
EDIP	Enterprise Development Investment Promotion
ENPI	European Neighbourhood and Partnership Instrument
ERPP	Resources and Efficiency beyond the Cleaner Production
GEF	Global Environment Facility
HDECOVA	Heavy Duty Equipment and Commercial Vehicles Academy
HP Live	HP Learning Initiative for Entrepreneurs
ICT	Information and Communication Technology
IDPs	Internally Displaced Persons
ILO	International Labour Organization
IPI	Investment Promotion for Iraq
ISID	Inclusive Sustainable Industrial Development
ISO	International Organization for Standardization
JICA	Japan International Cooperation Agency
KOICA	Korean International Cooperation Agency
KPI	Key Performance Indicator
LKDF	Learning and Knowledge Development Facility
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MENA	Middle East & North Africa

MSME	Micro, Small and Medium Enterprise
MTPF	Medium-term Programme Framework
NBRS	National Business Registration System
NORAD	Norwegian Agency for Development Cooperation
ODG/EVA	UNIDO Office for Independent Evaluation
PPDP	Public Private Development Partnership
PRF	Industrial Policy, External Relations and Field Representation Division
PSD	Private Sector Development
PTC/AGR	Agri-Business Development Branch
PTC/BIT	Business, Investment and Technology Service Branch
PTC/TCB	Trade Capacity-Building Branch
RBM	Results Based Management
SAP	Systems, Applications & Products
SDGs	Sustainable Development Goals
SECO	Swiss State Secretariat for Economic Affairs
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprise
SPX	Entrepreneurship development; Subcontracting and Partnership Exchange
TCB	Trade Capacity Building
ToC	Theory of change
ToR	Terms of Reference
UNDG-ITF	Italian Development Cooperation
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

The overall objective of this review was to identify benchmarks and best practices to feed into the development and implementation of the Inclusive and Sustainable Industrial Development vision and strategy. In addition, the review aimed at providing UNIDO Member States, UNIDO management and staff with an assessment of the Organizations contribution to enterprise development for more jobs and employment, in particular for women and youth.

The main basis of the review were 47 project evaluations, 10 thematic/strategic evaluations, 8 country evaluations, 1 integrated programme/country service framework evaluation and 2 desk reviews. Out of these evaluations, 26 UNIDO project evaluation reports and 5 UNIDO thematic/strategic evaluation reports conducted between 2013 and 2015 were found relevant to enterprise development and job creation and were the focus of an in-depth review. In addition, selected ongoing projects were considered in order to capture some of the recent activities in this area. Interviews with UNIDO staff at headquarters were conducted but no primary data collection at the programme, country or project level took place.

This review constructed a generic theory of change of typical interventions in the area of enterprise development for job creation as a rationale to illustrate how UNIDO interventions should lead to more jobs/employment. The analysis found that micro, small and medium-size enterprises are the centrepiece of UNIDO's intervention logic for job/employment creation. UNIDO interventions in the area of enterprise development for more jobs/employment take mainly place at the meso- and micro-level and less at the macro-level and most pathways to impact will go – at some point - through enterprises, i.e. the micro-level. The two most common interventions are capacity building of institutions and training of individuals.

The results chains from UNIDO's intervention logics leading to more jobs/employment at the meso and macro levels are quite long and mostly quite indirect, requiring four to five subsequent changes to take place. Moreover, success in terms of more jobs/employment depends on many assumptions. It is uncertain, whether or not UNIDO interventions will ultimately contribute to more jobs/employment. In many instances, UNIDO can at best influence a few factors on the way to more employment. It is therefore often unclear to what extent UNIDO contributes to more employment.

Findings - Contributing to more jobs is a priority for UNIDO

Regarding the **relevance** of this topic, enterprise development for job creation was found to be a central theme in UNIDO policies and guidelines and a majority of the 26 projects and 5 thematic evaluations reviewed in-depth have a component that is contributing directly or indirectly to enterprise development for additional jobs/employment. It was apparent that a majority of interventions leading to job creation were in the areas of agribusiness; business, investment and technology; and energy and environment.

Women and youth are beneficiaries in a majority of the projects in the area of enterprise development for more jobs. Policies and guidelines give comparatively more attention to women than to youth. However, youth are almost by default beneficiaries given the high youth unemployment in programme countries. Yet, while there are a number of good examples, overall, the availability of gender disaggregated data is limited. The availability of age disaggregated data is even more limited.

Results reported for most UNIDO projects in the area of enterprise development for more jobs/ employment are rather small in scale, ranging from a few dozens to several hundreds of beneficiaries. There are a few exceptions with thousands of potential beneficiaries, like the efforts in Iraq that are estimated to have created over 1000 new jobs.¹ However, documented quantitative job results reported are overall limited. UNIDO's monitoring and reporting system is focussing on more immediate results (e.g. number of persons trained).

Monitoring and reporting of longer-term results with regard to UNIDO's contribution to more jobs/employment is limited at the project level and consequently also at the aggregated, corporate level. The corporate key performance indicator (KPI) on jobs created for women and youth in the UNIDO SAP system is not yet sufficiently fed. However, several innovative initiatives demonstrate a willingness to improve monitoring and reporting of UNIDO's contribution to more jobs/employment.

UNIDO appears to have several **comparative advantages** in the area of enterprise development for more jobs/employment like for example its sector or SME expertise. Key factors determining high or low performance range from robust problem analysis, to the selection of sectors (labour intensive), to strong national partners, to the involvement of the private sector, to the UNIDO country experience. Key challenges range from the small scale of projects, to the limited funding for PSD, to the delivery pressure of staff.

Conclusions - UNIDO should have better grip on consequences of its interventions on jobs

How many people got employed because of UNIDO?

Some UN organisations that are quite specific with regard to number of new jobs created through their programmes (e.g. UNDP). In a similar manner, this review would have liked to conclude how many additional people got employed because of UNIDO's interventions. However, this question could not be answered in a rigorous manner.

Still, this review tried to come up with at least a rough estimation. Based on the data available, a best-case scenario estimate is that UNIDO would contribute directly with its interventions at the meso- and micro-level to employment (including self-

¹ Enterprise development through information and communication technology (EDICT) (FB/IRQ/09/007) and investment promotion for Iraq (IPI) (TE/IRQ/09/010).

employment) of 7'000 to 10,000 beneficiaries annually.² This estimation does not take into account of UNIDO's indirect contributions with its interventions at the macro-level.

Scaling up of projects

Many UNIDO projects are rather small demonstrating for example new technologies, strengthening business support centres or training a limited number of people. Many small projects are described as pilot projects at the micro-level and UNIDO is seen as a catalyst. The scaling up of these (pilot) projects is therefore a requirement in order to have a larger-scale impact on the employment situation. While it is not UNIDO's role to scale-up, UNIDO may want to think more about how it could facilitate the scaling up by other actors. Also, UNIDO should focus on labour intensive sectors, like the textile sector, which offer realistic chances to create additional jobs and employment at a large scale.

Dilemma: level of interventions and measurability of contribution to more jobs

There appears to be a dilemma between the level of UNIDO intervention and the measurability of the UNIDO contribution to more jobs/employment. While it is to some extent feasible to measure UNIDO's contribution of micro-level interventions to more jobs, it is much more difficult for macro-level interventions. This is a dilemma because interventions at the meso and macro-levels have the higher potential for contributing to more jobs/employment.

Should UNIDO only do what it can measure? We believe not. By using theories of change and impact evaluations an organization can make a credible estimate of the extent to which it has contributed to more employment, even if it is not possible to exactly measure its contribution.

Does UNIDO contribute to more or less jobs/employment?

However, the limited evidence base with regard to UNIDO's contribution to more jobs carries two risks. First, it is possible that UNIDO's contribution to more jobs is underreported. The second risk is that UNIDO does not know when its interventions actually contribute to a reduction of jobs. It is in the nature of increasing productivity that jobs may become obsolete if labour is replaced by technology. UNIDO should have a better grip on the consequences of its interventions on the employment situation. For that, more ex-post assessment and measurement of longer-term effects should be done, including beneficiary surveys and impact studies. A more coherent corporate approach should be considered in order to make the data comparable and to provide more data for the corporate key performance indicators (KPIs) in SAP. And while job creation is not an objective in all UNIDO's projects (e.g. energy efficiency projects), UNIDO should consider placing a focus on analysing to the extent feasible the job creation potential of all its undertakings, utilizing a 'job creation mainstreaming' approach.

² The rationale behind the estimate is explained in the conclusion chapter.

Are women and youth similar groups?

As mentioned above, women and youth benefit significantly from UNIDO projects. Addressing the two groups at the same time suggest similarities and while the two groups obviously overlap (young women), they are also very different. One group is distinguished by gender, the other by age. This has different consequences on the employment situation. While youth unemployment is to a large extent related to economic and educational factors, the un- or underemployment of women can also have cultural reasons. UNIDO has developed several guides on how to take into account the differences between man and women in its programme activities. UNIDO might also want to consider developing guides to address youth.

Recommendations

The review provided recommendations in order to enhance UNIDO's contribution to more jobs/employment. The recommendations focused on the need to develop:

- a specific policy for job creation, including - but not necessarily combining - women and youth;
- a methodology to quantify its achievements in terms of new jobs/employment created;
- approaches for scaling-up of pilot projects in the area of enterprise development for more jobs/employment;
- theories of change, particularly at programme levels;
- ex-post job assessment and impact evaluation;
- guides on how to consider youth in projects contributing to more employment.

1. Introduction

1.1 Review objective and purpose

Various Inclusive Sustainable Industrial Development (ISID) fora have emphasized the critical importance of industrial development as the basis for the eradication of poverty and sustainable economic growth, shared prosperity, environmental protection, resource efficiency and other goals.

The UN Open Working Group on Sustainable Development Goals (SDGs) has proposed as goal 9 “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”, which has been adopted at the UN Summit on 26 September 2015 as one of the 17 SDGs for the global development agenda 2030. This confirms the provisions of the Lima Declaration and the relevance of ISID for the new global development architecture.

ISID is credited with promoting value addition, realizing productivity gains and returns to scale, creating jobs and income, enhancing international competitiveness and trade, building efficient and effective productive capacity, supporting economic diversification, and building green industries.

In addition to the overall contribution of UNIDO’s programmes to enterprise development and job creation, UNIDO has consistently supported the specific promotion of inclusiveness of women and youth in a number of its programmes, e.g. youth in productive activities, rural entrepreneurship development, gender equality and empowerment of women or the entrepreneurship curriculum programme.

Against this background, the 2015 ODG/EVA Work Programme provided for a thematic review of UNIDO interventions in the area of enterprise development and job creation, including for women and youth.

As expressed in the Terms of Reference (Annex 1), the overall objective of this review was “to identify benchmarks and best practices, to feed into the development and implementation of the Inclusive and Sustainable Industrial Development vision and strategy.”

The purpose of this review was to provide UNIDO Member States, UNIDO management and staff with a synthesised view on the Organizations performance in the area of enterprise development for job creation, in particular for women and youth.

In order to do so, the review objectives were:

- a) Assess to what extent UNIDO interventions in the area of enterprise development have contributed to job creation, in particular for women and youth;
- b) Assess how gender and youth goals have been integrated in UNIDO interventions in the area of enterprise development for job creation;
- c) Assess to what extent contributions to enterprise development for job

creation, including for women and youth, have been measured and reported on and, if necessary, provide recommendations on how this can be improved;

- d) Provide lessons learned and recommendations for improving UNIDO's interventions in the areas of enterprise development for job creation, in particular for women and youth.

1.2 Subject and scope of the review

The review encompassed UNIDO interventions in the area of enterprise development across the different programmes and programme components, placing a focus on job creation, in particular for women and youth.

The main basis of the review were UNIDO evaluations conducted between 2013 and 2015 as well as selected ongoing projects.

1.3 Review criteria and key questions

The review used four criteria: relevance, effectiveness, efficiency, and gender and youth mainstreaming.

- **Relevance** was assessed as the extent to which UNIDO policies/guidelines and interventions (programmes/projects) focus on job creation, in particular women and youth
- **Effectiveness** was assessed in terms of the extent to which UNIDO interventions in the area of enterprise development contributed to job creation, in particular for women and youth and whether qualitative and quantitative results (outputs, outcomes and impacts) had been achieved.

The underlying theory of change, good practices and key factors determining high or low performance were identified.

- **Efficiency** was analysed taking into consideration how UNIDO interventions in the area of enterprise development had been implemented, monitored and reported on and whether results and data were documented at the output, outcome and impact levels.

Interventions were categorized and implementation strengths and weakness identified.

- Additionally, a **gender and youth** mainstreaming review considered whether gender and youth goals have been systematically integrated in UNIDO interventions in the area of enterprise development for job creation, contributed to reducing gender disparities and to enhancing women's empowerment and whether sex and age disaggregated data was available.

The key questions provided in the ToR were revisited during the inception phase to better reflect the objectives of this review and broken down into sub-questions as shown in Annex 2. Review Framework.

2. Methodology

2.1 Review period and team

The review was conducted between August and November 2015. The review team was composed of Mr. Urs Zollinger, Senior Evaluation Consultant and Team Leader, and Ms. Silvia Alamo, Senior Evaluation Consultant, UNIDO Office for Independent Evaluation.

2.2 Data collection and analysis process

The analytical framework of the review was driven by the key criteria and questions presented in Annex 2. Review Framework and data was collected, analysed and processed along these questions and sub-questions.

The main data sources were the following:

- a) UNIDO thematic, country and final project evaluations conducted between 2013 and 2015 (Annex 3).
- b) Selected ongoing UNIDO projects (Annex 4), taken up as case studies meant to validate the synthesized findings from the evaluation reports.
- c) SAP project database information on project objectives related to job creation for women and youth.
- d) UNIDO policies and guidelines (Annex 3).
- e) Interviews with UNIDO staff at headquarters from relevant branches/units (Annex 5).

The main data analysis methods used were qualitative, i.e. content analysis of evaluation reports, UNIDO policies and guidelines and interview notes. In addition, the analysis of project evaluation reports was recorded in a database, which was analysed qualitatively and quantitatively. SAP data were also statistically analysed.

In the period 2013 to 2015, 10 thematic/strategic evaluations, 8 country evaluations, 1 integrated programme/country service framework evaluations, 2 desk reviews and 47 terminal project evaluations were conducted.

In a first step, the review team screened these reports and identified those that are relevant for the present review. The selection criteria were:

- i. Does the project specifically address job/employment creation?
- ii. Does the project specifically address enterprise development?

The screening template is included in Annex 6.

The initial screening resulted in 26 project evaluation reports (55%) and 5 thematic/strategic evaluation reports (56%) which qualified for in-depth review. This implies that there was no reporting on enterprise development and job creation for the 21 projects which did not qualify for the in-depth review, but does not rule out the possibility that these 21 projects had effects on employment (e.g. energy efficiency projects may have some job implications).

In a second step, the selected thematic, and project evaluation reports were analysed in-depth using the template shown in Annex 7. The results were also captured in a database.

An initial analysis of the database resulted in early findings. Selected interviews with staff at UNIDO headquarters were conducted to verify some of the early findings.

A generic theory of change of typical interventions in the area of enterprise development for job creation was constructed and utilized to illustrate how UNIDO interventions should lead to outputs, outcomes and impacts.

2.3 Limitations

Enterprise development and job creation is a very broad subject to assess. Many of UNIDO activities in all regions of the world contribute to some extent to enterprise development and job creation. At the same time, the resources to conduct this review were limited.³

The methodology to conduct the review was aligned with the resources available. As a consequence, no primary data collection at the programme, country or project level was conducted. There were no contacts with Member States and no field visits were possible. Also, it was not possible to conduct a comprehensive portfolio analysis of ongoing projects since it would have included several hundred projects. In addition, the SAP system did not allow a clear-cut allocation of resources to enterprise development. With no portfolio analysis and no data from the SAP system, the review team was not in a position to analyse the financial dimension of the subject.

Because of the several limitations, triangulation of findings was not always possible. As a consequence, the assessment was qualified and labelled as 'review' and not as 'evaluation' as originally envisaged.

However, the review team is confident that the findings reflect to a good extent reality even if it may not be precisely accurate here and there. The team hopes that this reports offers good value for money and that its conclusions stimulate an in-house debate on a number of issues which ultimately will lead to an enhanced UNIDO contribution to enterprise development for more jobs/employment.

³ Global thematic evaluations in other UN agencies can require significantly more resources.

3. Programme description

3.1 Enterprise development for job creation

The Member States of UNIDO, at their General Conference in Peru in December 2013, adopted the Lima Declaration in which they agreed that inclusive and sustainable industrial development must become an important part of the world's long-term development agenda. In doing so, they have recognized the role that inclusive and sustainable industrial development plays in eradicating poverty and fostering sustainable development.

Industry continues to be a proven and crucially important source of employment, accounting for almost 500 million jobs worldwide, representing about a fifth of the world's workforce.⁴ Manufacturing industries and their related services sectors can absorb large numbers of workers, provide them with stable jobs. An efficient agro-industry enhances economic stability for rural households, increases food security and helps achieve economic transformation.⁵

UNIDO's Programme and Budgets 2014-2015 shows that enterprise development for job creation is an element in most of UNIDO programmes.⁶ It is particularly relevant in programme C.1 *Poverty Reduction through Productive Activities* and the following programme components:

- C.1.2: Business, Investment and Technology Services (p.43)
- C.1.3: Agribusiness and Rural Entrepreneurship Development (p.45)
- C.1.4: Women and Youth in Productive Activities (p.46)
- C.1.5: Human Security and Post-crisis Rehabilitation (p.48)

The overall objective of programme C.1 is *to support poverty reduction and the creation of employment and income opportunities for all segments of society through socially inclusive industrial development, especially through the promotion of small and medium-sized enterprises and agribusiness.*⁷

Enterprise development is also an element in programme C.2 *Trade Capacity-building* and the following programme components:

- C.2.2: Competitive Productive Capacities for International Trade (p.55)
- C.2.3: Quality and Compliance Infrastructure (p.57)
- C.2.4: Industrial Export Promotion and SME Consortia (p.60)

⁴ Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO, 2014, p.3.

⁵ Ibid.

⁶ Programme and Budgets 2014-2015, UNIDO, 2013, IDB.41/5-PBC.29/5.

⁷ Ibid. p.40

While the overall objective of programme C.2 is not addressing enterprises or job creation⁸, some of the objectives of the programme components are more relevant. The objective of programme component C.2.2 is *to improve the competitive capacities of developing countries and enable their enterprises to meet international market requirements*.⁹ And the objective of programme component C.2.4 is *to facilitate the inclusion of small producers and suppliers into formal value chains for improved access to international markets through the development of export/origin consortia with a view to promote and generate increased income, job opportunities and pro-poor growth*.¹⁰

While programme C.3 *Energy and Environment* also contributes to strengthening enterprises, the objectives are less on job creation and more on environment protection and the efficient use of resources.

3.2 Gender and youth

Productive activities for women and youth is a particular priority for UNIDO. The expected impact of programme C.1. is *women and men are equally empowered to generate and increase their income by engaging in competitive industrial activities; with the performance indicator increased job opportunities, in particular for the target groups of the poor, women and youth*.¹¹

Women and youth are an element in many UNIDO programme components and in particular in C.1.2, C.1.3, C.1.4, C.2.4. Moreover, *Gender Equality and the Empowerment of Women* is a programme component itself (C.4.3).¹² Gender equality and the empowerment of women are cross-cutting issues considered drivers for poverty reduction, social integration and sustainable industrial development. As such, the guides on gender mainstreaming prepared in 2015 reflect or embed a gender perspective into all UNIDO's portfolios. At the same time, UNIDO runs specific projects aimed at empowering or promoting women's involvement into the portfolios of most branches.

Job creation for women was addressed by 20 of the sampled reports; 18 reports addressed youth; and 17 reports addressed both women and youth.

Sex disaggregated data was provided only to a limited extent in about 50% of the sampled evaluations, mostly at the level of project activities, in some cases at the level of project results.

Age disaggregated data was not provided in about 68% of the sampled evaluation reports and only to a limited extent in about 24% of the cases. When available, data was disaggregated mostly for project activities, to a lesser extent for project results and only as background information in a number of cases.

⁸ Ibid. p. 52.

⁹ Ibid. p. 56.

¹⁰ Ibid. p. 60

¹¹ Ibid. p. 40

¹² Ibid. p. 84

3.3 Profile of the UNIDO interventions sampled

67 evaluation reports issued in the period 2013 to 2015 were reviewed, namely 10 thematic/strategic evaluations, 8 country evaluations, 1 integrated programme/country service framework evaluations, 2 desk reviews and 47 terminal project evaluations.

26 project evaluations (55%) and 5 thematic/strategic evaluation reports (56%) qualified for in-depth review applying the above criteria as they addressed enterprise development and job/employment creation.

3.4 Level of interventions

UNIDO interventions for enterprise development and job creation take a variety of approaches. For example, the programme under productive work for youth or youth in productive activities provides financial and technical support to youth-led enterprise creation and expansion. Projects mostly follow a comprehensive approach providing non-financial and financial services with support during and beyond the start-up phase, and also promoting a more conducive environment particularly for youth-led businesses.

UNIDO interventions in the area of enterprise development for job creation take place at different levels, i.e. at the macro-, meso- and micro level (see Table 1).

Table 1. Examples of UNIDO interventions in the area of enterprise development for job creation¹³

Levels of intervention	Examples of UNIDO Interventions in the area of enterprise development for job creation
Macro-level	UNIDO assisted the introduction of the business registration reforms at the policy formulation level in Viet Nam. (Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO, 2014, p. 15).
Meso-level	A UNIDO project in Ethiopia is establishing a training centre for heavy-duty commercial vehicles for poor and youth Ethiopians. (Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO, 2014, p.9).
Micro-level	A UNIDO project in Armenia allows young entrepreneurs to access funding through the youth business revolving fund, which has been established through the project. (Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO, 2014, p.7).

¹³ Source: Review Team

3.5 Types of interventions

The review clustered the types of interventions into the following categories: policy advice; improve business environment; value chain support; capacity building of institutions; capacity building of enterprises; skills training; study tour; access to finance; access to other services; Industrial Upgrading and Modernization Programme; Cluster and network development; Industrial export promotion and SME consortia; Entrepreneurship Curriculum Programme (ECP); Entrepreneurship development; Subcontracting and Partnership Exchange (SPX); Enterprise Development Investment Promotion (EDIP); and Computer Model for Feasibility Analysis and Reporting (COMFAR). Figure 4 in section 5.2 represents the categorization of the types of interventions in the evaluation reports reviewed.

3.6 Geographical distribution

Figure 1 illustrates that projects addressing enterprise development and job creation operated in various countries and regions, mostly in Africa and Asia.

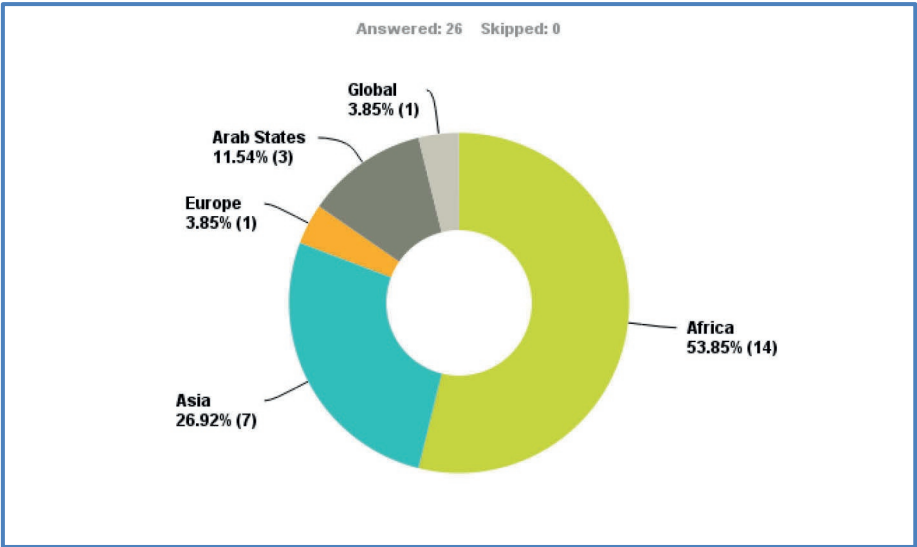


Figure 1. Geographical distribution of project evaluation reports reviewed

4. Theory of change

4.1 Introduction

A theory of change is an attempt to capture the defining elements of an intervention logic and to describe the pathway to impact.¹⁴ Thus, it was a central task of this review to establish a generic theory of change (ToC) against which UNIDO interventions in the area of enterprise development and creation of jobs/employment, including for women and youth, would be assessed.

The following generic theory of change is an attempt to capture an overview of the most frequent/important different UNIDO interventions that should contribute to creating jobs/employment (Figure 2). While this ToC is based on the analysis of the documents referred to in section 2.2. of this report, it captures the essential features of any programme aiming at job creation.

4.2 Intervention logic

UNIDO interventions in the area of enterprise development for more jobs/employment, including for women and youth, are manifold. They range from policy advice to governments, to capacity building of institutions, to pilot interventions at enterprise level, to training of individuals. Broadly, UNIDO interventions can be clustered at the macro-, meso-, and micro-level.

The interventions at the *macro-level* – policy advice, sector analysis, etc. - can contribute to change with regard to conducive policies, legal frameworks and enabling business environments. This in turn can contribute to a more competitive economy in general, more competitive enterprises (or new enterprises), and which again contributes to a more competitive economy. A more competitive economy can contribute to economic growth, which can contribute to enterprises selling more goods and/or services. Given more turnover, companies may create additional jobs and employ more people.

The interventions at the *meso-level* – capacity building of institutions, cluster development, etc. – can contribute to institutions or associations providing better services to enterprises. If enterprises make use of the services and make subsequent changes, enterprises might be more competitive (or new enterprises established) contributing to enterprises selling more goods and/or services. Again, given more turnover, companies may create additional jobs and employ more people.

¹⁴ ToCs are similar to logical frameworks as they capture results hierarchies of interventions. However, ToCs are also different in two ways. First, ToCs allow for capturing the non-linearity of change. Social or economic change is rarely the results of a linear process. Effects are complex and multi-directional. Second, ToCs give much more weight to assumptions underlying intervention logics thereby showing the uncertainty of project success. Finding a new job does for example not automatically result from a skills training received. A number of other factors have to fall in place (e.g. job vacancy).

Interventions at the *micro-level* are for example vocational training or skill development of individuals. This can contribute to better capacitated persons which may make them more competitive on the job market. Better trained workforce can contribute to making companies more competitive. Alternatively, some individuals may be in a position to sell goods and/or services themselves thereby creating self-employment.

Interventions at the micro-level also include pilot interventions at company level. This may directly contribute to making some enterprises more competitive or to replications in other companies (scaling-up). Again, this may contribute to enterprises selling more goods and/or services. Given more turnover, companies may create additional jobs and employ more people.

4.3 Assumptions

The intervention logics described above are based on many assumptions showing the uncertainty – even fragility - of the results chain. Some of the fundamental assumptions are suggested below, without attempting to be comprehensive.

- *A.1 More sales lead to more employment.* Not necessarily. It depends on how labour intensive the production of goods and services is. The productivity improvements only lead to more jobs if workers are not substituted by technology/capital. Growth is necessary, but not sufficient to create jobs. More sales does not necessarily mean more employment and also not necessarily for women and youth.
- *A.2 More competitive enterprises lead to more sales.* Not necessarily. Sales depend to a large extent on local or international *demand*. More competitive enterprises may also lead to crowding out of less competitive firms, thereby reducing sales of those companies.
- *A.3 A growing economy leads to more sales of domestic products.* Not necessarily. An economy can for example also grow through imports of goods.
- *A.4 Graduates/trainees are motivated, have an incentive and an opportunity to apply learned skills.* Not necessarily. Many well trained persons, in particular youth, are unemployed as there is no opportunity to work.
- *A.5 A competitive economy leads to growth.* Not always. It depends on many other factors like for example the state of the global economy. During global recessions, even competitive economies can stagnate.
- *A.6 An enabling environment leads to a more competitive economy.* Not necessarily. The competitiveness of an economy depends on many factors. The World Economic Forum defines 12 pillars of competitiveness in the Global Competitiveness Report 2014–2015: institutions, infrastructure, macroeconomic environment, health & primary education, higher education & training, goods market efficiency, labour market efficiency, financial

market development, technological readiness, market size, business sophistication, innovation.

- A.7 The conducive business environment depends *on government enforcing* rules and regulations. New rules and regulations can only lead to change if they are being implemented.
- A.8 Enterprises will only use services provided by institutions and/or associations, if they *meet the demand, are of good quality and affordable*.
- A.9 Demand for *'grassroots' products* (e.g. chicken, baskets) *is higher than supply*. Chances are that there are many individuals trying to sell the same products (supply) on the same market (demand). If that is the case, the better trained individuals will benefit at the cost of the less well trained and there will be no additional self-employment overall. The intervention only leads to more sales, if there is an unmet demand.

4.4 What does the theory of change tell us?

Enterprises – micro, small and medium-size enterprises – are the centrepiece of UNIDO's intervention logic for job/employment creation. Most pathways to impact will go – at some points - through enterprises. While the UNIDO interventions happen at macro-, meso-, and micro-level, change ultimately has to happen at the micro-level, i.e. at the level of enterprises (including micro enterprises/individuals).

With the exception of some interventions mostly at the micro level, the results chains from UNIDO's intervention logics leading to more jobs/employment are quite long and mostly quite indirect, requiring four to five subsequent changes to take place.

Moreover, success in terms of more jobs/employment depends on many assumptions. It is uncertain, whether or not UNIDO interventions will ultimately contribute to more jobs/employment. In many instances, UNIDO can at best influence a few factors on the way to more employment.

It is therefore in many cases unclear to what extent UNIDO contributes to more employment. Even if the creation of more employment would be measurable, UNIDO's contribution would probably be difficult to establish.

However, this does not mean that UNIDO does not contribute to more jobs/employment. Ex-post monitoring or impact evaluations might bring more clarity.

The ToC may also suggest that parallel interventions encompassing several levels can increase the chances of contributing to more jobs/employment.

Finally, the ToC suggests that an in-depth analysis of markets and business environment in a specific country context is crucial in order to understand the assumptions and to improve the chances that the impact pathway works.

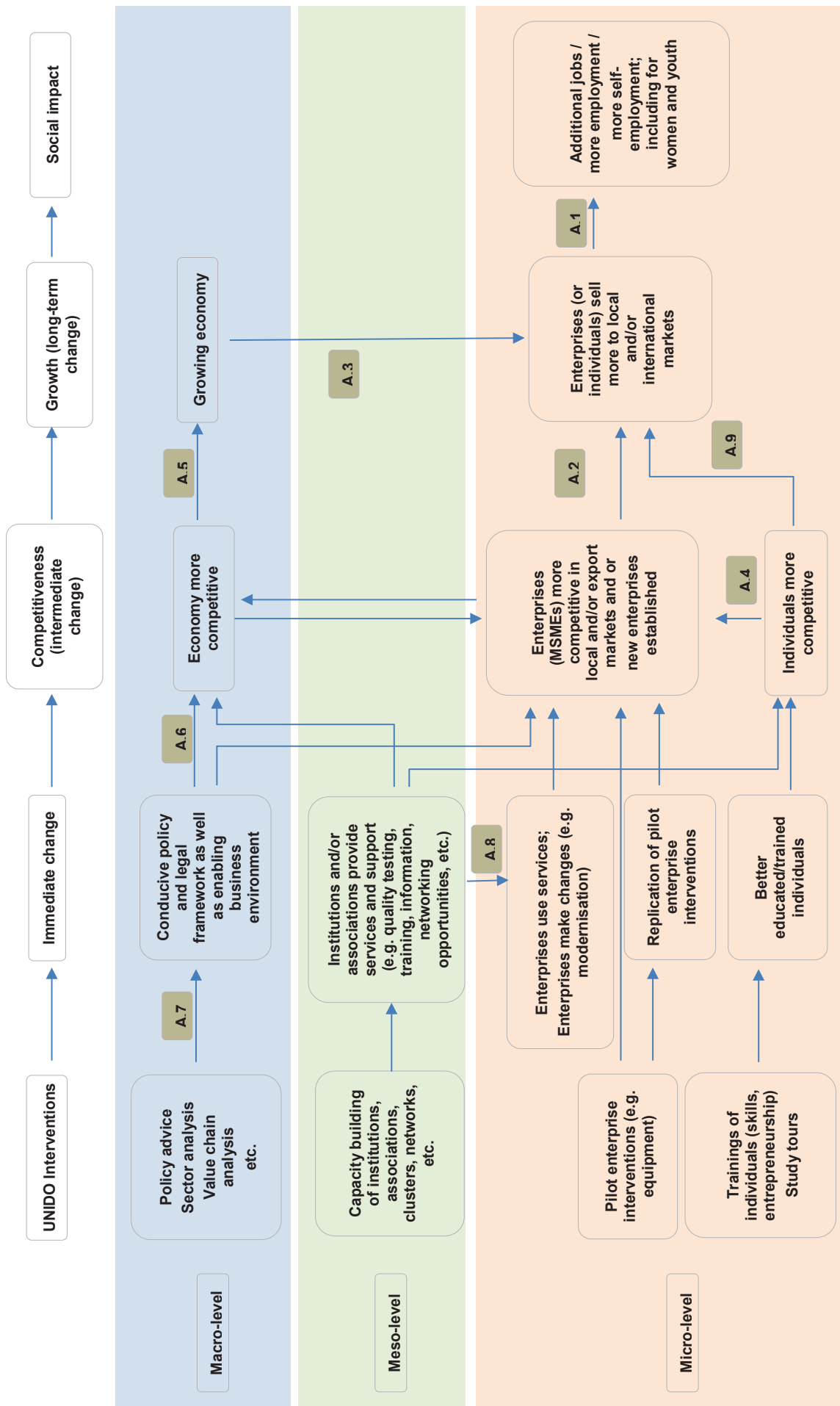


Figure 2. Theory of change of enterprise development for job/employment creation, including for women and youth

Source: Review Team, based on UNIDO documents

5. Findings

5.1 Relevance

5.1.1 UNIDO policies/guidelines in support of enterprise development for job creation, in particular for women and youth

Finding 1: Enterprise development for job creation is a central theme in UNIDO policies and guidelines. A particular focus on jobs/employment for women and youth can be established. Policies and guidelines give comparatively more attention to women than to youth.

5.1.1.1 Enterprise development for job creation

The UNIDO policy documents analysed for this review (Annex 10) state that enterprise development for job creation is central element of UNIDO's Inclusive Sustainable Industrial Development (ISID). In particular, women and youth are the focus of the 'inclusive' aspect of UNIDO ISID policy.

UNIDO's Programme and Budgets 2014-2015 builds in enterprise development for job creation in most of UNIDO programmes.¹⁵ This is particularly clear in programme C.1 *Poverty Reduction through Productive Activities*, whose overall objective is *to support poverty reduction and the creation of employment and income opportunities for all segments of society through socially inclusive industrial development, especially through the promotion of small and medium-sized enterprises and agribusiness*.¹⁶

Enterprise development is also an element in programme C.2 *Trade Capacity-building*. The objective of programme component C.2.2 addresses "*improving the competitive capacities of developing countries and enable their enterprises to meet international market requirements*".¹⁷

While programme C.3 *Energy and Environment* also contributes to strengthening enterprises, the objectives are less on job creation and more on environment protection and the efficient use of resources.

UNIDO's Programme and Budgets 2014-2015 builds in enterprise development for job creation in most of UNIDO programmes.¹⁸ This is particularly clear in programme C.1 *Poverty Reduction through Productive Activities*.

¹⁵ Programme and Budgets 2014-2015, UNIDO, 2013, IDB.41/5-PBC.29/5.

¹⁶ Ibid. p.40

¹⁷ Ibid. p. 56.

¹⁸ Programme and Budgets 2014-2015, UNIDO, 2013, IDB.41/5-PBC.29/5.

5.1.1.2 Gender and youth

Productive activities for women and youth is a particular priority for UNIDO. The expected impact of programme C.1. is *women and men are equally empowered to generate and increase their income by engaging in competitive industrial activities; with the performance indicator increased job opportunities, in particular for the target groups of the poor, women and youth.*¹⁹

Women and youth are an element in many UNIDO programme components and in particular in C.1.2, C.1.3, C.1.4, C.2.4. Moreover, *Gender Equality and the Empowerment of Women* is a programme component itself (C.4.3).²⁰ Gender equality and the empowerment of women are cross-cutting issues considered drivers for poverty reduction, social integration and sustainable industrial development.

Many other policy documents demonstrate UNIDO's commitment to enterprise development for more jobs, including for women and youth, in particular the Medium-term Programme Frameworks.

More recently, the 'Lima Declaration' (2013) stressed the importance of job creation including for women and youth (para. 2). The UNIDO Director-General reiterated UNIDO's commitment to support developing countries towards a 'people-centred development agenda' with the aim of providing equal employment opportunities for all people, and especially women and youth.²¹

The gender dimension has recently received particular attention. The UNIDO gender policy was issued in March 2015.²² While the gender policy does not specifically address job/employment creation, it emphasizes the economic empowerment of women (para. 4).

In parallel, the policy is being supplemented by six guides on gender mainstreaming in the areas of UNIDO activities, i.e. agribusiness; trade capacity-building; business, investment and technology; energy and climate change; and environmental management. The six guides represent an attempt to promote the economic empowerment of women, in particular with regard to more income and better job/employment opportunities. For example, the guide for agribusiness intends to help '*engage women and men in agribusiness jobs*'.²³ Young men and women/girls receive some, but limited attention in the guides.

The document '*Pro-poor Value Chain Development - 25 guiding questions for designing and implementing agroindustry projects*'²⁴ - is also sensitive to women

¹⁹ Ibid. p. 40

²⁰ Ibid. p. 84

²¹ Speech of UNIDO's DG, Mr. Li Young, at the G77 Plenary Discussion Forum on Mainstreaming of Youth in the Post-2015 Development Agenda and Youth Entrepreneurship for Industrial Development, April 2014.

²² Policy on Gender Equality and the Empowerment of Women, Director-General's Bulletin, UNIDO/DGB/(M).110/Rev.1, UNIDO, March 2015.

²³ Guide on Gender Mainstreaming: Agribusiness Development Projects, UNIDO, 2015, p. 5.

²⁴ UNIDO, IFAD and DIIS, 2011.

and youth (e.g. p. 38, 39). Another document related to value chain development – ‘*Diagnostics for Industrial Value Chain Development. An Integrated Tool, UNIDO*’ (2011) – establishes the relationship between value chain development and employment, also emphasizing gender-sensitive value chain diagnostics. The youth dimension does not receive attention in the last document.

5.1.2 UNIDO projects in the area of enterprise development focusing on job creation, in particular women and youth

Finding 2: A majority of UNIDO projects have a component that is contributing directly or indirectly to enterprise development for additional jobs/employment. A large majority of these UNIDO projects address specifically women and youth. The priority of enterprise development for additional jobs/employment including for women and youth is therefore not only in UNIDO policies and guidelines, but the priority has been translated into projects.

Out of the 47 project evaluations reviewed, the review considered 26 – over 50% - to be relevant for enterprise development and job creation. Of the 26 projects, 20 projects specifically address women and 18 specifically youth (17 projects address both dimensions). In other words, a large majority of the projects in the area of enterprise development and job creation that have been evaluated are also addressing women and youth.

Since SAP started operation, project data included in the system was to encompass targets and current values of KPIs, such as:

- # of new jobs
- # of additional jobs for youth
- # of additional jobs for women

Data from SAP, however, indicated that out of the 366 projects which were ongoing as of July 2015, less than 10% had provided input on the KPIs related to job development. Without prejudging that all projects would necessarily have an impact on job creation, it would appear that related KPI data was not being provided in all cases.

This would suggest that the goal of creating jobs under UNIDO’s interventions might not be sufficiently contemplated in planning and monitoring and evaluation and eventually job creation achievements would be under reported.

The UNIDO Annual Report 2014 makes many references to job/employment creation, including for women and youth. Job/employment are referred to 70 times; women 80 times; and youth 57 times. The Annual Report refers to at least 22 completed, ongoing or planned projects that are related to job/employment creation (Annex 10).

The document ‘Introduction to UNIDO Inclusive and Sustainable Industrial Development’ (2014) also refers to UNIDO projects in the area of enterprise development for job creation, and shows that many of the different UNIDO programmes are relevant for enterprise development and job creation (see Box 1).

Box 1. Examples of UNIDO projects in the area of enterprise development contributing to job creation, in particular women and youth^{25 26}

Strengthening agro-industries
Liberia: Promoting youth employment in the mining, construction and agriculture sectors...UNIDO's project seeks to upgrade Liberia's training infrastructure to the needs of modern industry. This will enable vulnerable groups, particularly young people, to benefit from the employment opportunities generated.... The training centre prepares students for future careers in the operation and maintenance of heavy equipment, which is presently in high-demand across all sectors. (p. 4)
Value chains and supplier development
Regional flagship initiative: Improving livelihoods of small-scale rural producers of typical food products in Morocco and Tunisia.... UNIDO is strengthening the organization and governance of the selected value chains, improving the productivity, quality compliance and product development of small-scale rural producers... Special attention is placed on supporting young entrepreneurs, women and producers from disadvantaged regions... By adding value along the entire value chain the project offers promising prospects in terms of improving livelihoods, creating jobs and promoting sustainable and inclusive local economic development. (p. 6)
Productive work for young people and entrepreneurship development
UNIDO-VOLVO Group: Partnering to enhance skills development and youth employment in Ethiopia ... The facility will train 25-30 high school students per year. The four-year training course will include, inter alia, modules in English and Information Technology ... More than 100 local technicians will benefit annually from short-term skill upgrading courses held at the academy. (p. 9)
Clusters, export consortia and business linkages
Peru: Industrial clusters and consortia – promoting typical products to fight poverty... Ten origin consortia, integrating over 1450 rural producers have been set up ... More than 2,000 families have improved their living conditions. (p. 11)
Gender and women's empowerment
Pakistan: One-UN Joint Programme "Towards Gender Parity in Pakistan" - UNIDO's assistance towards economic empowerment through enabling women entrepreneurs in creative industries ... over 700 master trainers were instructed, with over 16,000 direct and 22,000 indirect beneficiaries. (p. 12)
Investment and technology promotion
Slovenia-Russian Federation: Cluster-to-cluster cooperation and supplier development ... the Samara automotive component manufacturers have the potential to be strong catalysts for change and to actively contribute to skills and technology development, income generation and employment opportunities. (p. 17)

²⁵ Source: Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO, 2014. Other projects quoted in this document are referred to in various sections of this report.

²⁶ The text in the Box is an excerpt from the reference document, the content was not validated by the review team.

5.2 Types of interventions

Finding 3: UNIDO interventions in the area of enterprise development for more jobs/employment take mainly place at the meso- and micro-level and less at the macro-level. The two most common types of interventions were capacity building of institutions and training of individuals.

As discussed in section 4, theory of change, broadly, UNIDO interventions in the area of enterprise development for job creation can be clustered at the macro-, meso-, and micro-level (section also 3.4 , and Table 1).

The UNIDO Industrial Upgrading and Modernization Programme captures the three levels under *business environment* (macro-level), *industry support services* (meso-level) and *enterprise performance* (micro-level) (Figure 3). The UNIDO working paper on creative industries also distinguished between micro-, meso-, and macro-level.²⁷



Figure 3. Industrial Upgrading and Modernization Programme²⁸

The analysis of UNIDO project evaluation reports revealed that most of the projects have interventions at the micro-level (16) and meso-level (20), while a minority of projects have interventions at the macro level (5) (Figure 4). A majority of the projects actually contributing to job creation addressed both the micro and meso levels.

²⁷ The Creative Ecosystem: Facilitating the Development of Creative Industries, UNIDO, 2015, p. 52-70.

²⁸ Source: *Industrial Upgrading & Modernization Programme. Taking your Industry to the Next Level*, UNIDO, 2013, p.9.

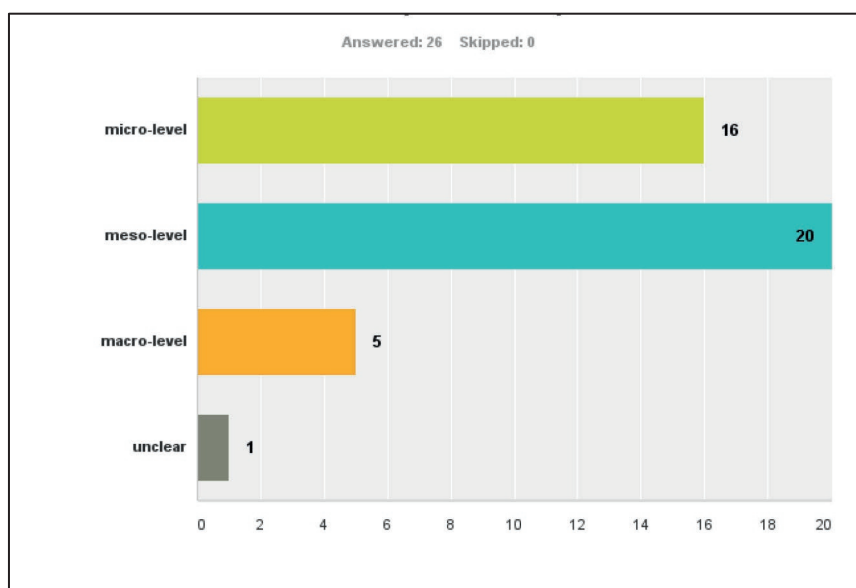


Figure 4. Level of UNIDO interventions in the area of enterprise development²⁹

A closer look revealed (Figure 5) that over two third of the projects evaluation reports analysed reported interventions to build capacities of institutions (18). Skills training of individuals is the second most common intervention being a component in 16 of the 26 projects. Over half of the projects build capacities of enterprises (15) and more than a third have interventions in the area of access to non-financial services (11). On average, each project encompassed 4 to 5 different types of interventions.

However, at least four out of the 26 project evaluations reviewed included solely capacity building components, acting mostly at meso level, most of them dealing with Entrepreneurship Curriculum Programme (ECP) at educational level or vocational training. These projects resulted in high numbers of youth and women with higher knowledge and skills on entrepreneurship development, thus with high potential for contributing to the trainees getting employment related to their qualification and/or to job creation through the enterprises that might at some point be created by the trainees.

²⁹ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

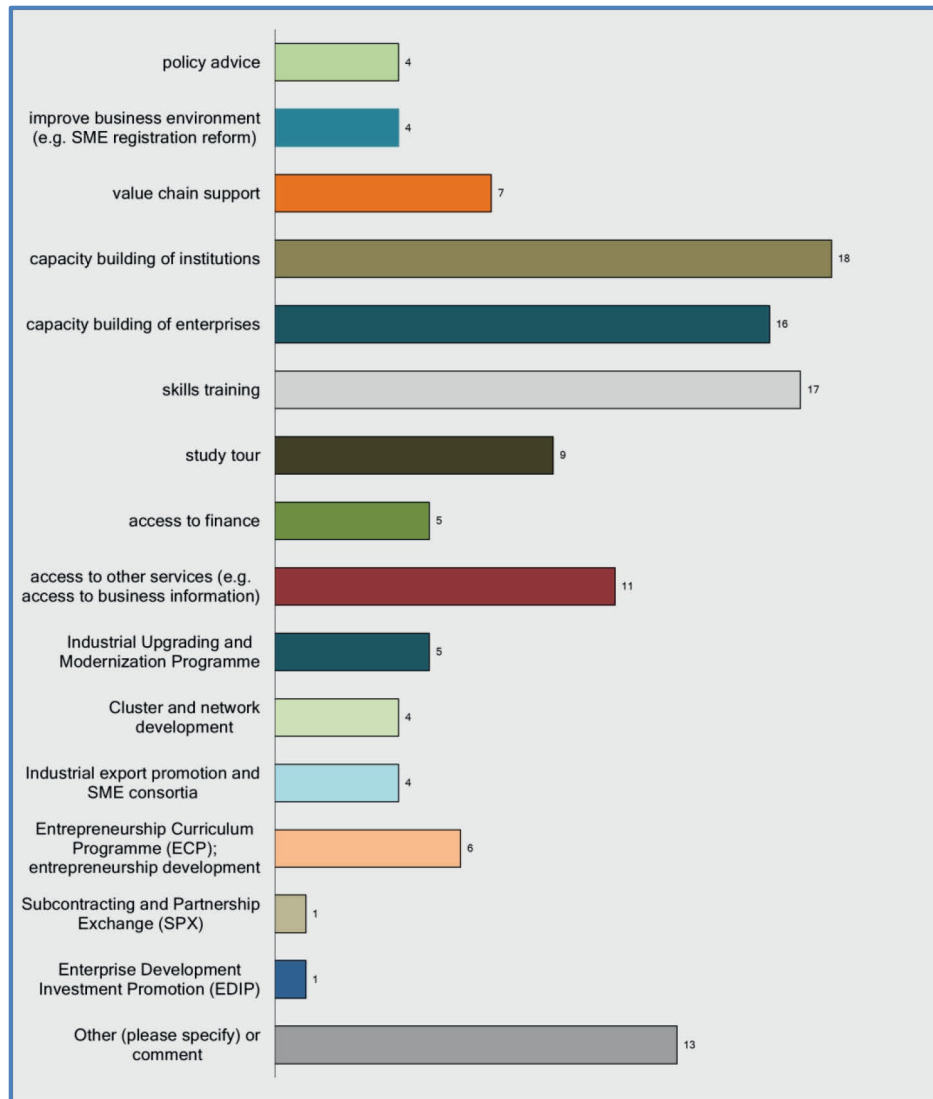


Figure 5. Types of interventions³⁰

5.3. Effectiveness

5.3.1 Results reported

Finding 4: Many project evaluations demonstrated UNIDO’s contribution to more jobs/employment, including for women and youth. Results of most UNIDO projects in the area of enterprise development for more jobs/employment are rather small in scale, ranging from a few dozens to several hundreds of beneficiaries. There were a few exceptions with thousands of potential beneficiaries. While UNIDO made many references to job/employment creation, documented quantitative results reported

³⁰ “Access to non-financial services“ category includes activities such as facilitating linkages to private enterprises through hiring or supporting small business development; organising participation in local and national trade fairs; or company’s benchmarking.

are overall limited. Projects that reported job results have typically interventions mainly at the meso- and micro-level.

The review revealed that most results reported are at the output and outcome level (Figure 6). A typical output reported is the number of people trained. A typical outcome reported is an institution’s capacity enhanced.

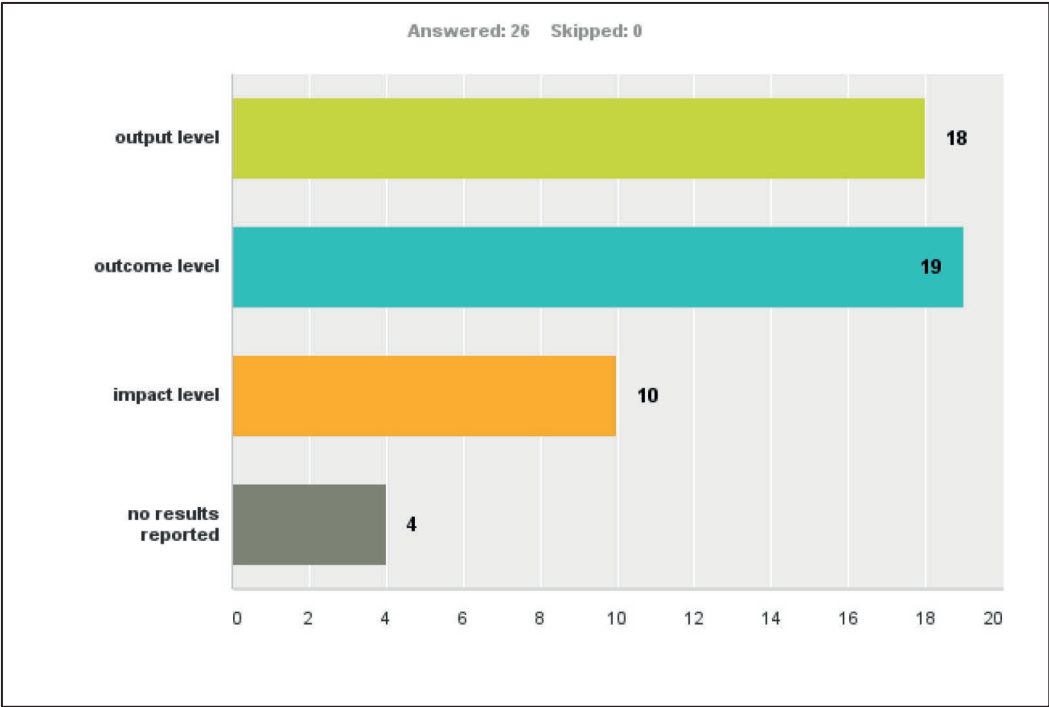


Figure 6. Level of results reported³¹

Results reported at the impact level are less frequent. 10 out of 26 of the evaluations in the area of enterprise development reported results in terms of jobs/employment created (Figure 7).

A typical impact result is the number of people having found employment or increased income. Of those 10 evaluations, 7 specifically reported jobs/employment created for youth while 5 specifically reported jobs/employment created for women. It appeared that those evaluations which reported job results referred to projects with interventions mainly at the meso- and micro-level (Table 2). This reflects the fact that in these projects UNIDO’s contribution to more jobs/employment is more direct and change is – at least to some extent – measurable. A more comprehensive compilation of project results can be found in Annex 9.

³¹ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

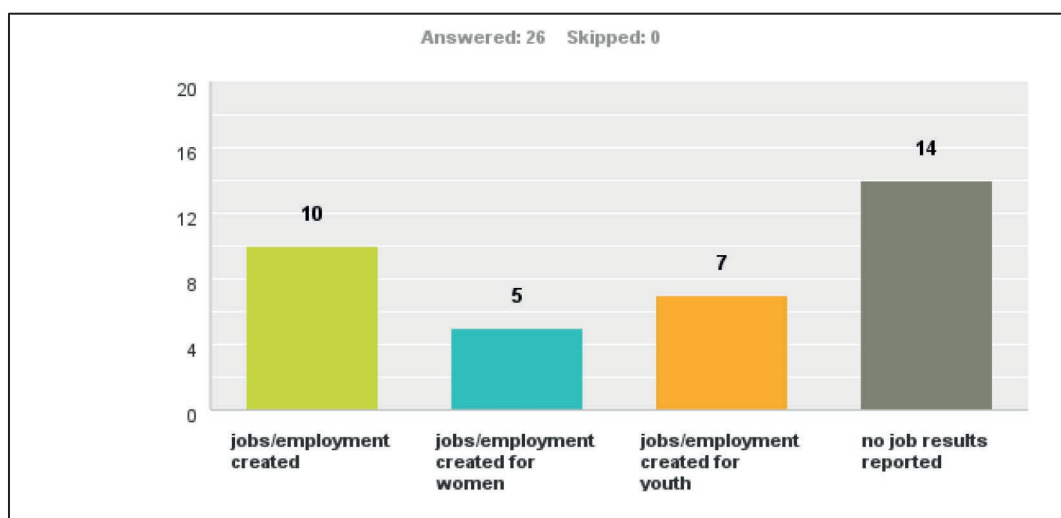


Figure 7. Job results reported³²

Table 2. Examples of job/employment results reported in 26 evaluation reports²²

<ul style="list-style-type: none"> • 55% of graduated trainees found work after their training • 40% had created their own businesses • 55% of graduated trainees were able to find some kind of employment or self-employment • Immediate income increased among around 60% of beneficiaries <i>(Project: Republic of Liberia - Rehabilitation of training centres in vulnerable communities in Liberia)</i>
<ul style="list-style-type: none"> • The income of more than half of the beneficiaries had improved through direct employment, home based self-employment or business creation • About 80 % of trainees were in employment • Around 60 % and 40 % of males and females were enabled to start up their own business or gain employment respectively <i>(Project: Integration and progress through protection and empowerment of displaced groups in South Sudan)</i>
<ul style="list-style-type: none"> • Up to 22 % of beneficiaries may have found employment • 12 % found employment, of which only 7 % were women • 21% of beneficiaries had created businesses • 42 % of beneficiaries reported that their situation had improved as a result of the training, while only 3% said their situation had deteriorated • Less than half of trained male and female reported that they are generating between 26 to 75 per cent greater income <i>(Project: The Republic of Iraq Evaluation of Micro Enterprises for Reintegration of Internally Displaced persons in Thi Qar Governorate)</i>
<ul style="list-style-type: none"> • 15% (30) own a repair shop • 40% (76) got employed <i>(Project: Creating opportunities and ensuring effective e-waste management in Cambodia)</i>

³² Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

<ul style="list-style-type: none"> • Forty-two students of whom eight are working in their family stone companies often at higher levels of production management • Five are working in stone companies not related to their families, and • Five further students secured jobs but found the remuneration insufficient • Other graduates have chosen to work for higher salaries in Israel or have found work outside the stone sector <p><i>(Project: Palestine Technology Transfer for Recycling of Building Material Waste, Gaza Strip, and Support to the Marble Stone Industry in the West Bank)</i></p>
<ul style="list-style-type: none"> • 1040 new jobs have been created as per survey results • Monitoring data estimates of 850-1100 jobs created are realistic <p><i>(Project: Enterprise development through information and communication technology (EDICT) and Investment promotion for Iraq (IPI))</i></p>
<ul style="list-style-type: none"> • 34 applicants were given an opportunity to create 36 additional jobs for their businesses • Of 36 loans, 21 were disbursed to start up new businesses and 15 to expand existing ones • Of 21 loans for start-ups, 80 percent were disbursed in the Gegharkunik marz, creating 16 new jobs in that area <p><i>(Project: Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia)</i></p>
<ul style="list-style-type: none"> • 14 young engineers (6 according to the project records) found temporary or permanent employment (either by the private sector or in one case through a donor-funded project) <p><i>(Project: Renforcement du Centre National de Production Propre en Tunisie Première Partie: Phases 1 et 2)</i></p>

5.3.2 Scale of results

Based on above analysis it is fair to say that the results of most UNDIO projects in the area of enterprise development for more jobs/employment are rather small in scale, ranging from a few dozens to several hundreds of beneficiaries. There are a few exceptions with thousands of potential beneficiaries (e.g. HP Live, the Entrepreneurship Curriculum Programme (ECP) in Angola).

A query of SAP database was conducted on the projects ongoing in July 2015, some of which started in 2010 and were planned to finish up to 2020.

Table 3 to

Table 5 present the planned and actual values of the KPIs by project objectives category, Branch and Subcategory or RBM clustering. This data appear to indicate that in the time frame 2010-2020:

- A total of about 61,000³³ new jobs were targeted;
- Out of the above total, about 23,000 were jobs for women;
- About 85% of these jobs were targeted under projects in the Poverty Reduction category;
- About 60% of the jobs were targeted by projects under the Business, Investment and Technology Services; and

³³ A caveat needs to be made: job creation KPIs were only provided for 10% of all the projects in SAP, thus, the reliability of the input data would be questionable.

- About 30% of the jobs were targeted by projects under the Agri-Business Development Branch.

When it comes to the actual results (column ‘total number of new jobs’) 1436 new jobs are reported of all ongoing projects in July 2015, some of which started in 2010. This small figure (compared with the targeted 61’000) either implies underreporting or that that it is too early to report on job results.

Table 3. Summary of SAP results on job creation KPIs, by Programme objective³⁴

Interventions by Category	Total no of new jobs (Targets)	Total no of new jobs (Current)	Total no of additional jobs (Targets) (Women)	Total no of additional jobs (Women) (Current)
EC1 Poverty Reduction	51705	1436	14785	N.A
EC2 Trade Capacity Building	0	0	0	N.A
EC3 Environment & Energy	9100	0	8136	N.A
EC4 Cross Cutting Issues	0	0	0	N.A
Grand Total	60805	1436	22921	N.A

Table 4. Summary of SAP results on job creation KPIs, by Branch²⁸

Interventions by Branch	Total no of new jobs (Targets)	Total no of new jobs (Current)	No. of additional jobs (Targets) (Women)	No. of additional jobs (Women) (Current)
Agri-Business Development Branch	19455	0	6335	N.A
Business, Invest. & Tech Services Branch	32250	1436	8450	N.A
Energy and Climate Change Branch	600	0	0	N.A
Environmental Management Branch	8500	0	8136	N.A
Grand Total	60805	1436	22921	N.A

Table 5. Summary of SAP results on job creation KPIs, by RBM category²⁸

³⁴ Source: Excel database provided by SAP

Interventions by Sub-Category	Total no of new jobs (Targets)	Total no of new jobs (Current)	No. of additional jobs (Women) (Targets)	No. of additional jobs (Women) (Current)
EC11 Poverty Reduction RBM	11000	0	3400	N.A
EC12 Business, Invest, Tech	30900	1436	8450	N.A
EC13 AgriBiz & Rural Entrp	6055	0	2935	N.A
EC14 Women & Youth Entrp	0	0	0	N.A
EC15 HS & Post-crisis Rehab	3750	0	0	N.A
EC23 Quality & Compliance Inf	0	0	0	N.A
EC24 Export promo & Consortia	0	0	0	N.A
EC25 CSR				N.A
EC31 Env & Energy RBM				N.A
EC32 RECP & LowCarbonPrd	8000	0	8000	N.A
EC33 Clean Energy	600	0	0	N.A
EC34 MEA Implementation	500	0	136	N.A
Grand Total	60805	1436	22921	N.A

5.3.3 Types of jobs reported

Out of the 47 project evaluation reports reviewed, 26 addressed both enterprise development and job creation (60%) and 11 did not address neither enterprise development nor job creation.

Figure 9 shows that most projects addressing enterprise development or job creation were in the Agribusiness development and Business, investment and technology category.

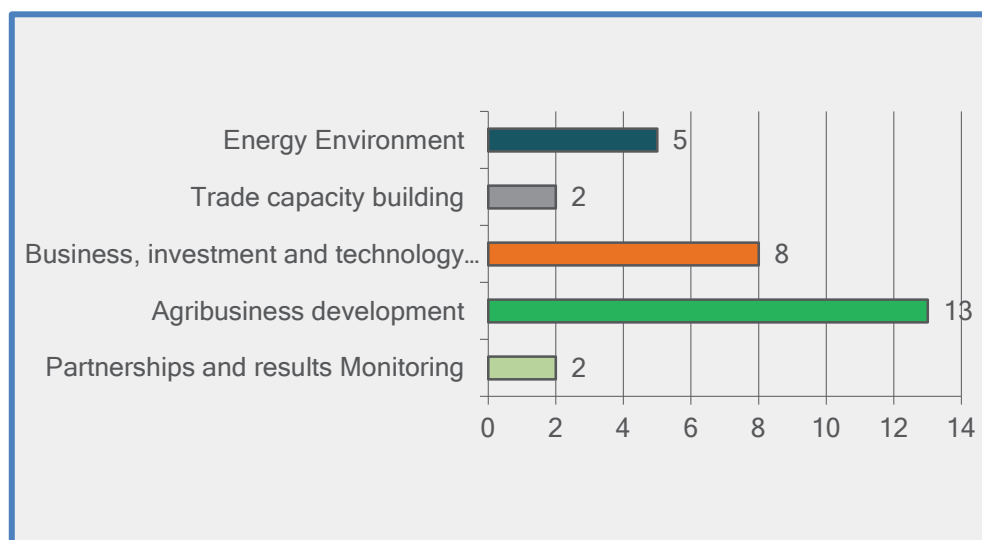


Figure 8. Categorization of evaluation reports addressing enterprise development and job creation³⁵

Table 6 includes an illustration of types of sectors and activities reported.

Table 6. Sectors and types of activities for which jobs are reported³⁶

Sector	Type of activity / enterprises
Livelihoods / sustainable food supplies / post conflict reconstruction / rehabilitation	<ul style="list-style-type: none"> • Typical food products • Sustainable ice production • Artisanal fisheries • Fish drying, salting, transport and marketing • Fishing cooperatives • Maintenance services
Cultural / creative industries	<ul style="list-style-type: none"> • Culture-based designs and heritage-based knowledge • Stone, marble mosaic, gems and jewel companies • Home textiles

³⁵ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*. Note: some projects are relevant for more than one category.

³⁶ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

Sector	Type of activity / enterprises
Automotive / Heavy duty commercial vehicles	<ul style="list-style-type: none"> • Mechanical workshops • Vehicle servicing
Environment (e-waste)	<ul style="list-style-type: none"> • Electronic industry: installation and repair services • Retail business: repair of electronic and electric equipment
Environment	<ul style="list-style-type: none"> • Dolo brewing • Masonry

It is noted, that with some exceptions, the types of jobs in

Table 6 appear to be of relative low qualification level as compared to the level of qualifications provided through UNIDO interventions in technical areas such as Energy Efficiency or Trade Capacity-Building, Compliance Infrastructure or Productivity, Quality and Enterprise Upgrading.

Figure 9 shows the categories in which evaluation reports do not report neither on enterprise development nor job creation, namely in the areas of energy efficiency and trade capacity building.

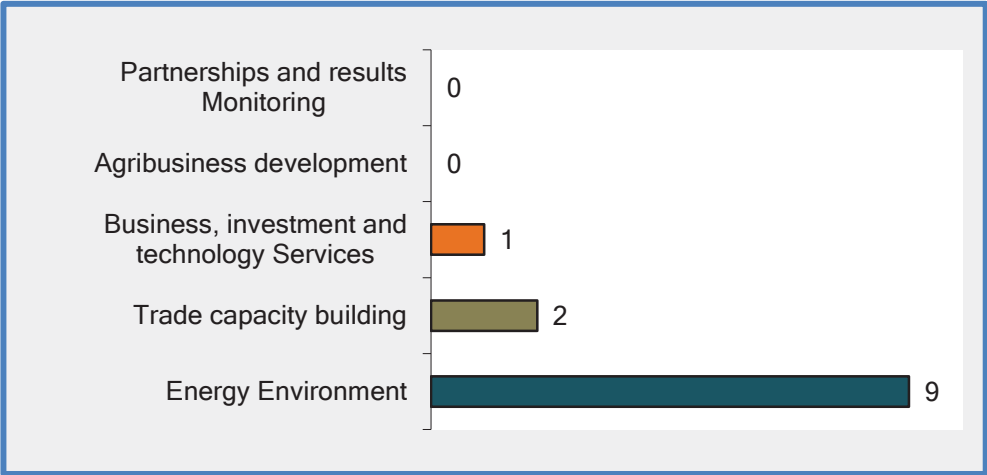


Figure 9. Theme categorization of evaluation reports not addressing either enterprise development nor job creation³⁷

Table 6 and Figure 9 appear to propose an interesting paradox: while industry is an important source of employment representing about a fifth of the world’s workforce and manufacturing industries and their related services sectors can absorb large numbers of workers and provide them with stable jobs, UNIDO interventions in the areas most directly connected to such manufacturing industries with a high potential for job creation do not report on creation of jobs.

³⁷ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*. Note: some projects fell under various categories.

5.4 Good examples, comparative advantage, success factors and challenges

5.4.1 Successful interventions and good practices

Finding 5: Many good UNIDO projects could be identified in the area of enterprise development for more jobs/employment. UNIDO appears to have several comparative advantages in the area of enterprise development for more jobs/employment like, for example, its private sector and SME expertise.

According to the rationale under the ToC (see section 4), projects encompassing various levels of interventions (macro-, meso- and micro-level) have a higher potential for contributing to job/employment.

While not aiming at ‘ranking’ the types of interventions according to their employment generation potential, the review team compiled in Table 7 and in Annex 8 a set of projects which appear to reflect good practices (see also Annex 9 for a comprehensive list of results of the 26 projects analysed).

The list of projects is by no means complete and does not suggest that projects not included are disqualified.

Table 7: Good examples of UNIDO projects in the area of enterprise development for job/employment creation, including for women and youth ³⁸

	Project title	Level of intervention	Region
Example 1	IRAQ Enterprise development through information and communication technology (EDICT) and Investment promotion for Iraq (IPI)	Meso, micro	Arab states
Example 2	Integration and progress through protection and empowerment of displaced groups in South Sudan	Meso, Micro	Africa
Example 3	Technical Assistance for Angola’s Entrepreneurship Curricula in Secondary Schools Programme (ECP)	Meso	Africa
Example 4	Technical Assistance to Business Registration Reform in Viet Nam 2008-2013	Macro, meso	Asia and Pacific
Example 5	Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia	Macro, meso, micro	Europe/ Central Asia
Example 6	Renforcement du Centre National de Production Propre en Tunisie Première Partie: Phases 1 et 2	Meso, micro	Arab states
Example 7	HP Learning Initiative for Entrepreneurs (HP LIFE)	Meso, micro	Global
Example 8	Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean	Meso, micro	Global
Example 9	Creating opportunities and ensuring effective e-waste management in Cambodia	Macro, meso, micro	Asia and Pacific

³⁸ Source: Review Team, for more details see Annex 9.

5.4.2 Key factors determining performance of interventions: UNIDO's strengths and weaknesses

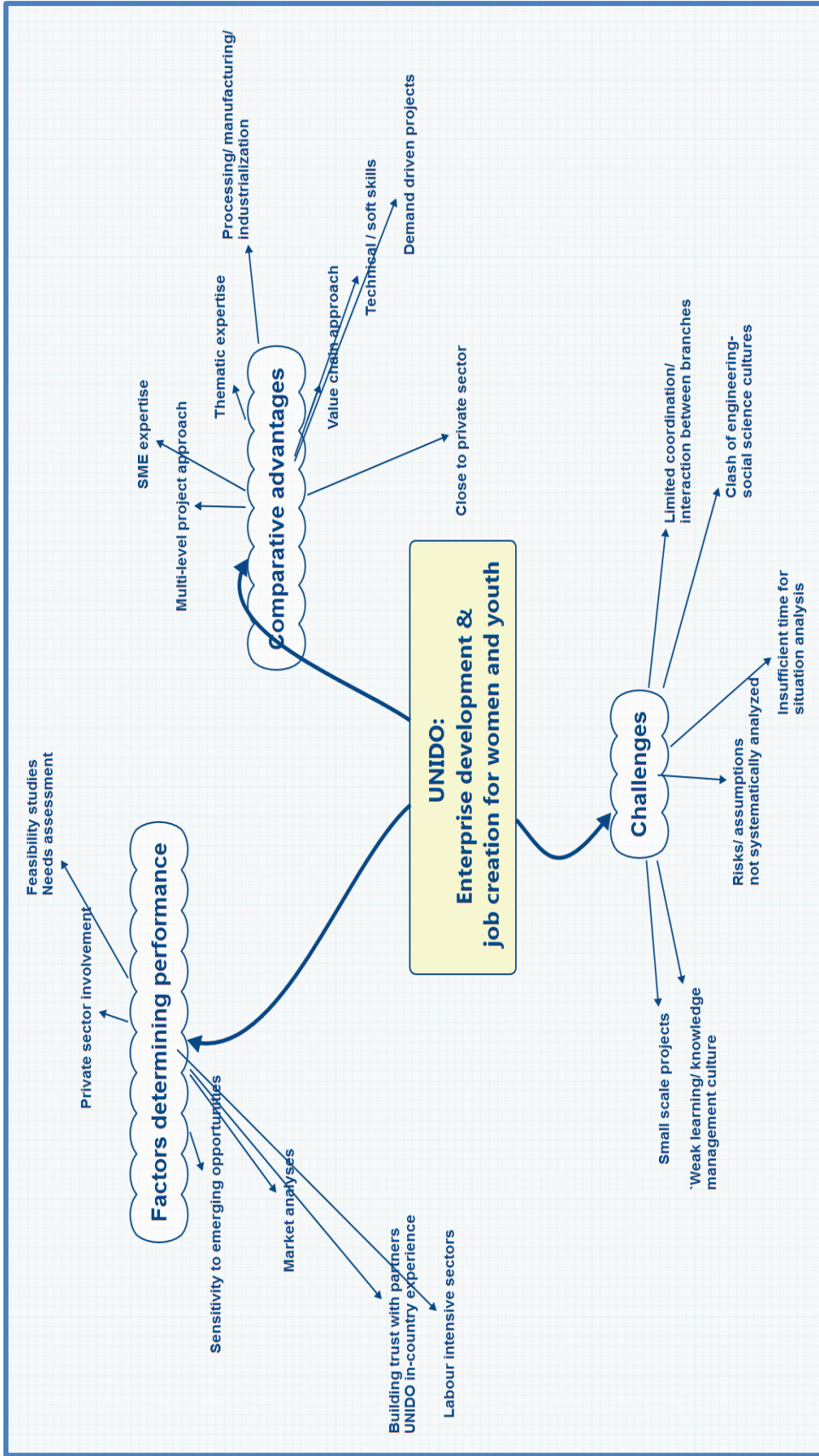
Finding 6: Key factors determining high or low performance range from robust problem analysis, to the selection of sectors (labour intensive), to strong national partners, to the involvement of the private sector, to the UNIDO country experience. Key challenges range from the small scale of projects, to the limited funding for PSD, to the delivery pressure of staff.

Figure 10 illustrates some of UNIDO's comparative advantages in the area of enterprise development for more jobs; several key factors which can determine high or low performance of UNIDO interventions in this area; as well as several challenges that UNIDO should address to improve likelihood of creating employment.

UNIDO comparative advantages include its technical expertise in various thematic/sector areas, such as manufacturing, and the multi-level approach (macro-, meso-, micro-level).

Challenges are to a large extent not specific to the area of enterprise development for more jobs/employment but of a general nature, such as the fact that situation analysis is often insufficient, the small scale of projects, or the limited funding for PSD.

Figure 10. Comparative advantages, success factors and challenges³⁹



³⁹ Source: Review Team. In-depth analysis of 26 UNIDO project evaluation reports (2013-2015).

5.5 Gender and youth

5.5.1 Introduction of gender and youth objectives in UNIDO interventions in the area of enterprise development for job creation

Finding 7: Women and youth are beneficiaries in a majority of the projects in the area of enterprise development for more jobs. Youth are almost by default beneficiaries given the high youth unemployment in programme countries. In some industrial sectors, gender balance was achieved through the vocational choice of beneficiaries rather than through mainstreaming.

The review showed that women were addressed by a large majority of the projects (20 out of 26 projects). Similarly, a large majority of projects specifically address youth (18 out of 26). 17 projects addressed both women and youth.

One can distinguish between projects that have women and youth as main beneficiaries and projects in which women or youth are beneficiaries among others. UNIDO has started to use a Gender Marker Code to classify projects on the degree to which they contribute to gender equality.

Several interviewees stressed the fact, that in most programme countries, most unemployed are young anyway. For instance, target beneficiaries of a number of projects, including but not limited to entrepreneurship curricula and vocational training, are the youth.

Interviewees also stressed that job/employment for women and youth are conceptually different issues. While the employment situation of youth is primarily an economic issue (weak economy, limited job offerings), the employment situation of women goes beyond economic issues and is influenced by cultural issues.

During interviews it was voiced that gender balance in some industrial sectors was achieved through the vocational choice of beneficiaries. While for example the mining, e-waste management or tannery business are predominantly staffed by men, the footwear industries or the shea butter production is predominantly staffed by women.

The review of earlier UNIDO thematic evaluations (see Box 2) confirmed the finding above. The text in the Box is an excerpt from the reference document, the content was not validated by the review team.

Box 2: Examples of gender results from previous thematic evaluations

The evaluation of UNIDO's post-crisis interventions found (ODG/EVA/12/R.32) *'involvement of women beneficiaries in all 15 projects evaluated, specifically in agricultural food processing, tailoring and handicrafts. Women were also included in multiple non-technical trainings such as entrepreneurship, accessing micro credit and marketing.'*

The thematic evaluation of UNIDO's public private partnerships (ODG/EVA/12/R.28) found that the advancement of women and the promotion of gender equality receive attention in some partnerships like in the global HP partnership, the Entrepreneurship Curriculum Programme (ECP) in Angola or the 3ADI initiative. At the same time, the evaluation found that, donors have sometimes felt that project documents and various outputs of business partnership projects revealed insufficient attention to gender.

The thematic evaluation of UNIDO projects related to Industrial Upgrading (ODG/EVA/12/R.14) on the other hand found that *'IU interventions generally do not integrate a gender dimension'*. And the evaluation of Norad's support to UNIDO's Trade Capacity Building Programme found that *'the one area where the portfolio did not fare well was on the third priority, which was due to the Burundi project being the only one of the sample projects explicitly targeting trade that benefits women.'*

It is expected that the new UNIDO gender policy issued in March 2015 will give the gender dimension an additional push. It established that the UNIDO's programme/project quality appraisal and approval systems will fully integrate gender analysis.⁴⁰ Therefore, each project proposal – also in the area of enterprise development – will be appraised along the gender dimension. A similar appraisal for the youth dimension is not conducted.

⁴⁰ Policy on Gender Equality and the Empowerment of Women, Director-General's Bulletin, UNIDO/DGB/(M).110/Rev.1, UNIDO, March 2015, para VII.

5.5.2 Aggregation of gender and age data

Finding 8: While there are a number of good examples, overall, the availability of gender disaggregated data is limited. The availability of age disaggregated data is even more limited.

The review found that the availability of gender disaggregated data was very limited. Only 4 of the 26 reports were rated positively in this regard (see Figure 11). 12 reports provide limited gender disaggregated data, while 10 reports provide no gender disaggregated data.

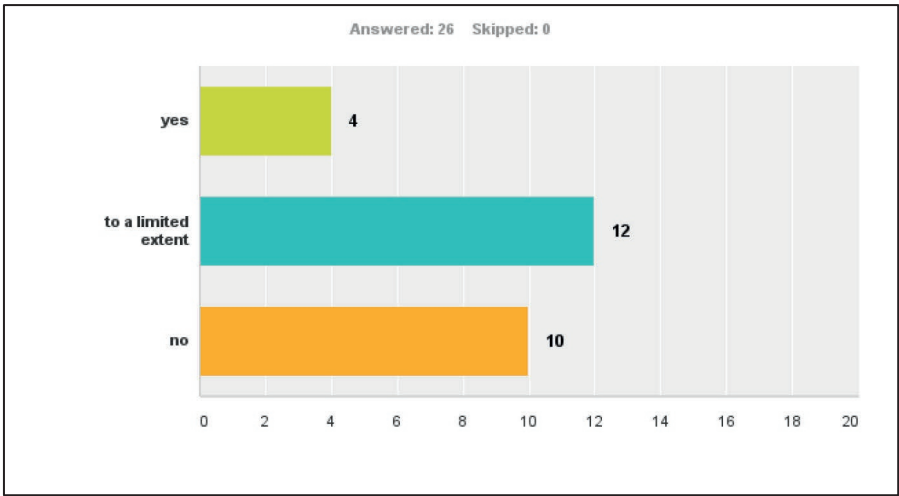


Figure 11. Availability of gender disaggregated data⁴¹

Where gender disaggregated data is provided, the data relates mostly to project *activities* (13 reports) or to some extent to project results (7 reports). An example of gender disaggregated data of project activities is presented in . Gender disaggregated data on the background is very limited (3 reports).

⁴¹ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

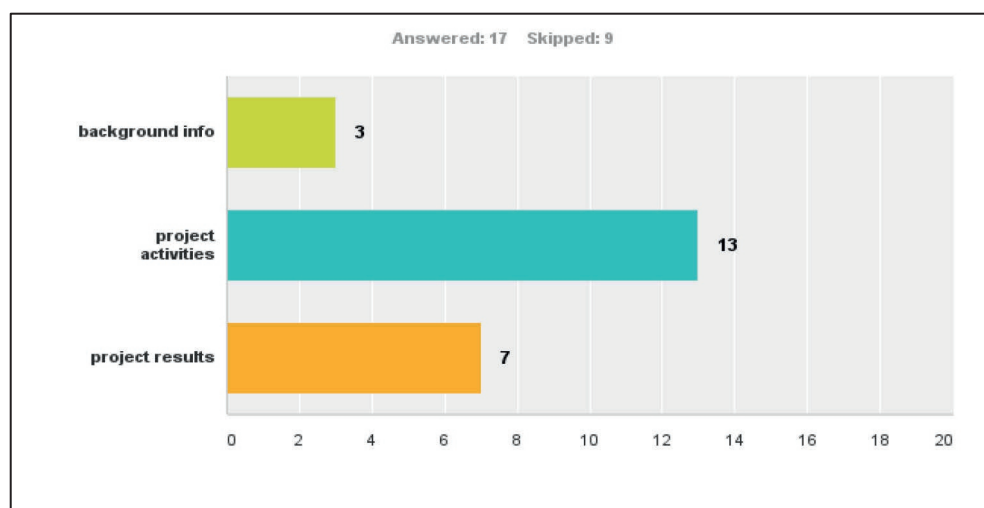


Figure 12. Type of gender disaggregated data available⁴²

Table 8. Example of gender disaggregated data – Entrepreneurs who participated in HP Life training in Tunisia (September 2013 – December 2014)⁴³

Gender: 877 entrepreneurs: participation of 49% men, 51% women				
Region	Men	Men (%)	Women	Women (%)
Le Kef	75	42.6%	101	57.4%
Kasserine	119	50.0%	119	50.0%
Sidi Bouzid	86	49.7%	87	50.3%
Kairouan	148	51.0%	142	49.0%
Total	428	49%	449	51%

Some of the thematic evaluations had similar findings (see Box 3).

Box 3: Examples of gender disaggregation reported by thematic evaluations

The document “Review of Norad’s support to UNIDO’s Trade Capacity Building Programme 2005-2013, Final Report”, of 5 January 2015 found that *‘gender is either not examined or given only a cursory analysis in older projects, but we observe a shift towards a more thoughtful and comprehensive inclusion in the newer projects.’*

The evaluation of UNIDO’s post-crisis interventions (ODG/EVA/12/R.32) found that *‘with the exception of the fisheries project in the Red Sea State of Sudan, projects did not include a specific gender analysis.’*

The thematic evaluation of UNIDO projects related to Industrial Upgrading (ODG/EVA/12/R.14) found that *‘IU interventions generally do not collect gender disaggregated data.’*

⁴² Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

⁴³ Source: Mashrou3i, *Statistics and Results from Surveys*, 9 March 2015.

It is expected, that the six guides on gender mainstreaming in the areas of UNIDO activities, which give gender disaggregated data high importance, will increase the availability of gender disaggregated data in future.

The availability of age disaggregated data is even more limited than the availability of gender disaggregated data. Only 3 of the 26 reports are rated positively in this regard (Figure 13). 6 reports provide limited age disaggregated data, while 17 reports provide no age disaggregated data.

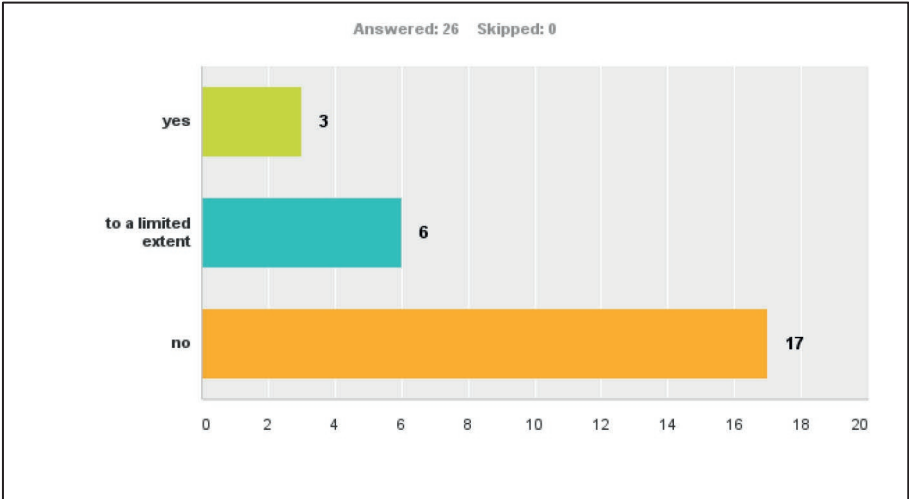


Figure 13. Availability of age disaggregated data⁴⁴

Where age disaggregated data is provided, the data relates mostly to project activities (8 reports) or to some extent to project results (6 reports).

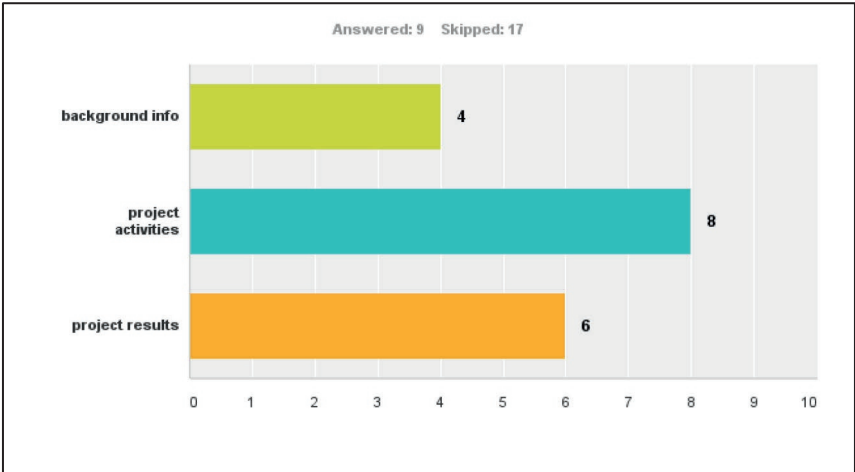


Figure 14. Type of age disaggregated data available⁴⁷

A good example: *‘In UNIDO’s training component, 27% were between 21 and 30 years old, 50% between 31 and 50 and 23% above. As to the first year of loans*

⁴⁴ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

disbursement, nearly 28% were female borrowers and nearly 24 percent were between 25-39 years of age.’⁴⁵

Age disaggregated data on the background is very limited (4 reports). The limited availability of age disaggregated data might be related to the fact that UNIDO had no agreed definition of youth as an age group.

The review team could not identify in-house guidelines on how the youth dimension was to be addressed more systematically in UNIDO activities, and in interventions in the area of enterprise development for more jobs/employment in particular.

5.6 Efficiency

5.6.1 Use of logical concepts

Finding 9: The dominant logical concept used in projects in the area of enterprise development for more jobs/employment is the logical framework. Despite the complex and non-linear nature of enterprise development for more jobs/employment, theories of change are rarely used.

5.6.1.1 Underlying theories of change

The review found that the vast majority of projects rely on logical frameworks (18 out of 26 projects, see Figure 15). Only a small minority make use of theory of change or impact pathways (4). This is surprising, given the complex and non-linear nature of enterprise development for more jobs/employment. The main reason for that is - according to interviewees - that the use of the logical framework is mandatory whereas the use of theory of change is not.

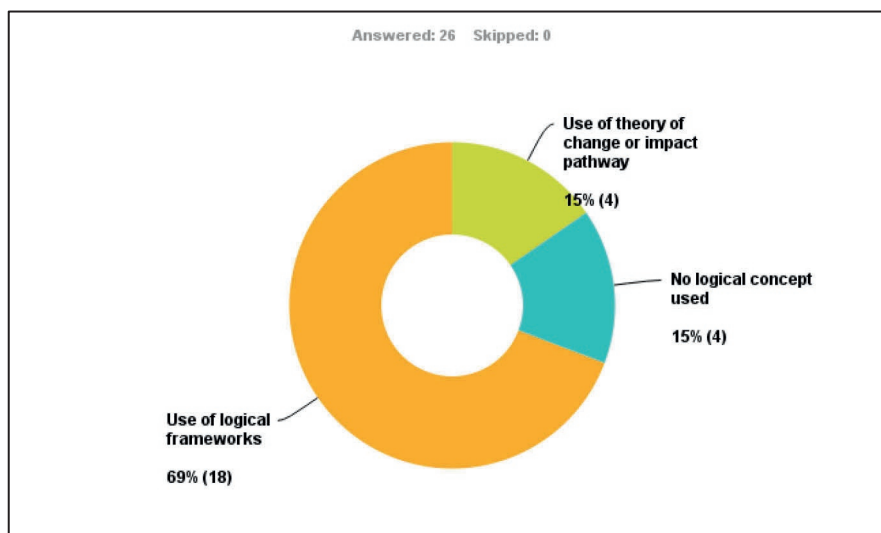


Figure 15. Use of logical concepts⁴⁶

⁴⁵ Project evaluation report: Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia, UNIDO, 2013, p. 23.

However, a solid theory of change can contribute to the success of a project. A project evaluation report in Ethiopia found that the project had ‘a clear theory of change. This clarity of logic, together with the tight correlation described above, was also an important success factor.’⁴⁷

Another example is the ECP project in Angola. The evaluation of the assistance to the ECP validate the theory of change of the programme and the causal linkages therein.⁴⁸

The review found that the limited use of theories of change has been highlighted in previous evaluations (see Box 4).

Box 4: Examples of utilization of theory of change reported by thematic evaluations

The evaluation of UNIDO’s post-crisis interventions (ODG/EVA/12/R.32) found ‘*a clear theory of change was not articulated in the project documents. Specifically, the role of the private sector in economic revitalization and development was not sufficiently incorporated*’. The evaluation of the Medium-term programme framework found, that no theories of change have been prepared for the technical branches and their main programmes.

The document “Review of Norad’s support to UNIDO’s Trade Capacity Building Programme 2005-2013, Final Report“, of 5 January 2015, found that ‘*while the problem analysis is currently most often based on a linear model results chain formalised in a logical framework model, in actuality, the links between TCB interventions and poverty reduction (for example) are a lot more complex*.’

The thematic evaluation of UNIDO projects related to Industrial Upgrading (ODG/EVA/12/R.14) found that ‘*The causal chain models from the output level towards development objectives lack rigour and come often without the necessary assumptions*.’

5.6.1.2 Quality of logical concepts

The review found that a minority of the logical concepts (ToCs, Logframes, etc.) were of good quality, 6 out of 20 logical concepts assessed were considered to be of good quality by the evaluators while almost half of the logical concepts were considered to be of low quality (see Figure 16). Issues relate to measurability of objectives, lack of indicators or the absence of baseline data or assumptions.

⁴⁶ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

⁴⁷ Edible Oil Value Chain Enhancement Joint Programme – Final Evaluation Report, MDG Achievement Fund, July 2013, p. 22.

⁴⁸ Independent evaluation – Technical Assistance for Angola’s Entrepreneurship Curricula in Secondary Schools Programme (ECP), UNIDO, 2014, p. 23.

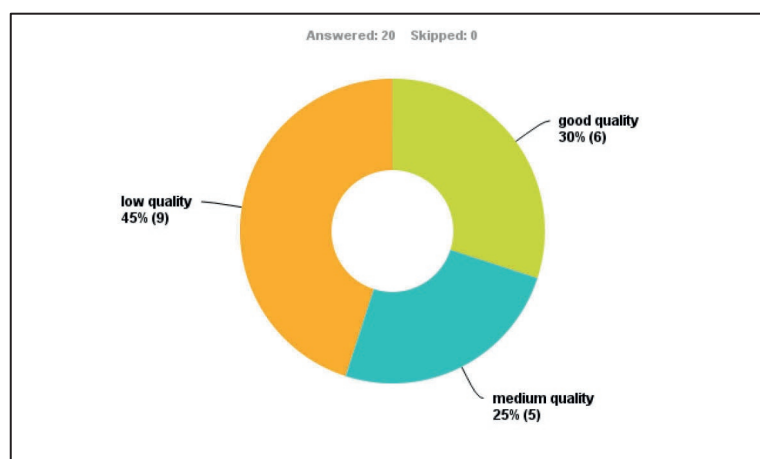


Figure 16. Quality of logical concepts used⁴⁹

The review of Norad's support to UNIDO's Trade Capacity Building Programme can be highlighted as having found, that *'11 of the 12 projects assessed had an identifiable results chain organised in a logical framework, with set results statements at all the relevant levels. The quality of the logical frameworks of the reviewed sample markedly improved in projects that commenced in 2010 or later.'*

5.6.2 Monitoring and reporting on contributions to enterprise development for job creation, including for women and youth

Finding 10: UNIDO's monitoring and reporting system is mostly focussing on immediate results (e.g. number of persons trained). The monitoring and reporting of longer-term results with regard to UNIDO's contribution to more jobs/employment is limited at the project level and consequently also at the aggregated, corporate level. Chances are that UNIDO's contribution to more jobs/employment is under-reported. However, several initiatives demonstrate a willingness to improve the monitoring and reporting of UNIDO's contribution to more jobs/employment. Completeness and reliability of currently existing data in SAP related to job creation KPI is questionable.

As indicated in section Error! Reference source not found., the review found that intervention results were most often reported at the output and outcome level.

14 out of 26 project evaluation reports reviewed did not report job or employment results. The evaluation reports provided several reasons why no job/employment results were reported:

- it was not possible to measure UNIDO's contribution to more employment, because UNIDO's contribution was of a very indirect nature;
- no baselines were established at the onset of the programme;

⁴⁹ Source: Review Team. *In-depth analysis of 26 UNIDO project evaluation reports (2013-2015)*.

- the project did not systematically gathered data in order to accurately measure employment gains;
- it was too early to measure job results which can only be measured after a certain time lag (up to several years after project completion).

It appeared that the UNIDO monitoring system – on which the evaluations build - can deliver data with regard to outputs and outcomes, whereas the reporting on higher-level results (or long-term results) is a challenge.

Consequently, it was for the Organisation not possible to *aggregate* job/employment results at the corporate level, even though in the Medium-term Programme Framework, one of the performance indicators in the *programmatic results matrix* (2010-2013, adjusted) is *increased job opportunities, in particular for poor target groups*.

While the SAP system can - as of now - deliver data on these performance indicators, previous UNIDO evaluations, e.g. the evaluation of the 2010-2013 Medium-term programme framework, stated, that ‘the Organization has not been in a position to collect and aggregate information on higher level results.’ The report concluded that ‘comparing UNIDO’s results reporting with that of some other multilateral organizations, ... UNIDO is lagging behind in providing a succinct, systematic corporate performance report.’ The review of previous thematic evaluation reports largely confirms the findings from the analysis of the 26 project evaluation reports.

As of July 2015, data in SAP appeared to indicate that 366 projects were ongoing, some of which started in 2010 and planned to finish during the period up to 2020. Out of these projects, less than 10% had provided input on the KPIs related to job development. Without prejudging that 100% of the projects would have an impact on job creation, it would appear that data on job creation was not being provided in all cases.

When it comes to the actual results (column ‘total number of new jobs’) 1436 new jobs are reported of all ongoing projects in July 2015, some of which started in 2010. This small figure (compared with the targeted 61,000) either implies underreporting or that it is too early to report on results.

Table 3 to

Table 5 appear to indicate that further to SAP data, either none of the projects under the Trade Capacity Building, Women and Youth Entrepreneurship Development, Quality and Compliance or Export Promotion categories plan any contribution to job creation or the provision of input data on job related KPIs was inconsistent.

Both the completeness and reliability of this data are questionable and difficult to assess.

The thematic evaluation reports reviewed emphasized the shallow reporting on job/employment results (see Box 5).

Box 5. Examples of results reported by previous thematic evaluations

The thematic evaluation of UNIDO projects related to Industrial Upgrading (ODG/EVA/12/R.14) found that *'Currently information on effectiveness and impact focuses on outputs and on the micro level with much less information on impacts and results of IU interventions at the meso or macro levels.'*

The thematic evaluation of UNIDO's public private partnerships (ODG/EVA/12/R.28) found that *'Overall, the UNIDO business partnerships are effective in achieving results at the output level. Results reported at the outcome levels are limited, either because they are rather modest in terms of size or because it is too early to tell or that they are simply not reported.'*

The "Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-2013, Final Report" of 5 January 2015 found, that *'UNIDO had not tracked the benefits streams of any of the completed and evaluated projects covered by the Review ... so it is not possible to estimate the level of benefits after project activities had ceased.'*

The "Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-2013, Final Report" of 5 January 2015 found that the UNIDO monitoring system *'to be more of an 'implementation monitoring' than 'results monitoring' system'* while at the same time acknowledging that *'there is a strong push to improve the Results Based Management (RBM) systems'.*

The thematic evaluation of UNIDO's contribution to the Millennium Development Goals (ODG/EVA/11/R.65) found that *'MDG 1 deals with income, employment ... Overall, the evaluation reports provided limited evidence of contributions to MDG 1 from UNIDO projects. The main reason for this limitation was that the evaluations typically took place too early for the expected impact to have materialized. Some reports predicted potential impact in the form of expected or likely job creation, employment or income generation.'*

The thematic evaluation of UNIDO projects related to Industrial Upgrading (ODG/EVA/12/R.14) found that *'the effectiveness of most IU interventions is difficult to evaluate and to compare due to limits in systematic M&E procedures and common KPIs.'*

This review found that UNIDO is rarely conducting project impact evaluations. In addition, final (or terminal) evaluations are conducted before the projects are financially closed, which is in many cases too early to measure longer-term results like improved employment situation.

In reporting on job/employment results, UNIDO often presents good examples (see Box 6). The text in the Box is an excerpt from the reference document, the content was not validated by the review team.

Box 6: Examples of reporting based on “good examples”

UNIDO Annual Report 2014 reports on results in the area of enterprise development for more jobs/employment by presenting specific examples (Annex 10).

The document ‘Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO’ (Annex 10) is highlighting individual projects. In other places, UNIDO stresses that it has successfully implemented projects for productive work for youth in over 15 countries globally.

5.6.3 Promising examples to measure higher-level results

UNIDO is aware of the challenge to measure and report higher-level results. Several in-house guidelines stress the need to monitor results at the job/employment level, e.g.:

- The various Guides on Gender Mainstreaming include as indicators the *number of additional jobs form women and men*.⁵⁰
- The Industrial Upgrading & Modernization Programme emphasized the need to measure employment. (Example in)
- The ‘How-To Guide – How to Set up a Monitoring and Evaluation System for a Vocational Training PPDP’ is emphasising the need to measure impact in terms of increased employment.⁵¹

KEY INDICATORS*	BASELINE (2012)	TARGET (2015)	SPECIFIC MEANS
TURNOVER (in '000 USD)	\$35,805	\$72,393 (+102%)	ENHANCED production, maintenance & marketing capacity INCREASED productivity COMPLIANCE with standards
OPERATING MARGIN	-7,54%	15%	OPTIMIZED cost structure
EMPLOYMENT	460	+5%	INCREASED ratio of qualified finance, marketing and technical staff to the total staff
CAPACITY UTILIZATION	28%	60-70% (+115%)	IMPROVED maintenance, mobilization of working capital, marketing actions
WASTE & LOSSES	2% impurities in seed 2% of oil in meal cake 5% of raw milk	50-90% reduction in losses	REDUCED LOSSES of seeds, oil in meal (cake) and milk during the process
<p>+ IN ADDITION Implementation of Tanzania IUMP is expected to improve conformity of products to international quality and hygiene standards, and enhance environmental management at the enterprise level</p>			

*KEY INDICATORS: The indicators are based on observations from pilot 5 dairy companies and 9 companies operating in the edible oil sector.

Figure 17. Example of the aspiration to monitor employment results⁵²

⁵⁰ Example: Guide on Gender Mainstreaming; Energy and Climate Change Projects, UNIDO, 2014, p.26.

⁵¹ ‘How-To Guide – How to Set up a Monitoring and Evaluation System for a Vocational Training PPDP’, Learning and Knowledge Development Facility, UNIDO, Sida, p.12.

Beyond guidelines, this review found examples that demonstrate UNIDO staff awareness of the need to actually measure higher-level results, e.g. UNIDO's contribution to more jobs/employment. Several projects conducted follow-up surveys among project beneficiaries to assess the employment (or income) situation after project completion, at times even mandating Universities to conduct the studies, including but not limited to the following:

- Impact study of the implementation of an entrepreneurship education programme on behaviours, intention and attitudes of Mozambique Youth. (2014);
- Impact assessment of entrepreneurship education in African secondary schools: an evidence-based case of success in Angola (2014);
- Mashrou3i - Fostering youth employment through entrepreneurship and enterprise development in Tunisia (Figure 18) (2015);
- Beneficiary survey - Creating opportunities and ensuring effective e-waste management in Cambodia (Figure 19) (2014/2015);
- Reintegration of Liberia refugees through multi-skills training for sustainable livelihood and poverty alleviation (Figure 20) (2014);

Efforts to measure higher-level results are quite diverse and do not follow a standard approach. Several different online tools are used by the different project managers in order to collect data, including data on higher-level results (e.g. goProve, Survey Monkey, Google Analytics, Teamworks).

Another attempt to demonstrate higher-level results are *impact stories*. For example, the project *Heavy Duty Equipment and Commercial Vehicles Academy (HDECOVA)* in Ethiopia gives youth beneficiaries of the trainings an opportunity to tell their stories and how they benefited from the training in short videos (<http://hdecova.org/students/student-stories/>). While anecdotal, they convey quite strong messages.

⁵² Source: *Industrial Upgrading & Modernization Programme. Taking your Industry to the Next Level, UNIDO, 2013, p.22.*

Mashrou3i project	Actual*	Projected (by 31 Dec 2015)
Start-ups	79	115
Enterprise development hires	469	1,050
Total Direct Jobs	548	1,165

* based on surveys

Figure 18. Example illustrating higher-level results – direct jobs⁵³

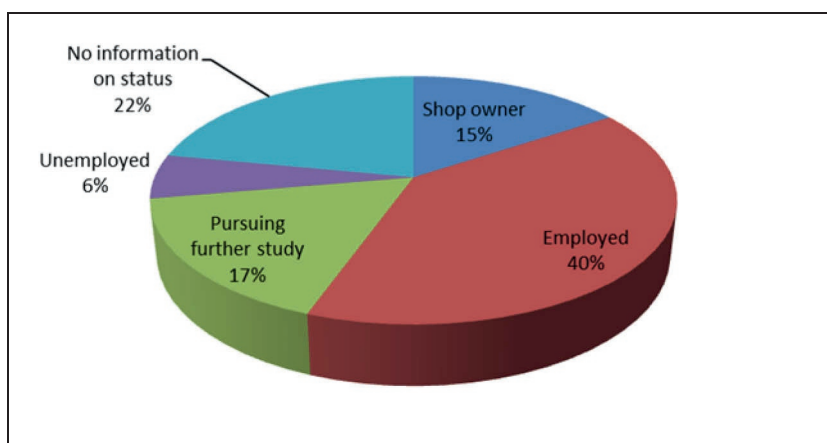


Figure 19. Example illustrating higher-level results - employment status of the roll-out trainees on installation and repair services⁵⁴

⁵³ Source: *Mashrou3i One Pager, May 2015.*

⁵⁴ Source: *Independent final evaluation. Creating employment opportunities and ensuring effective e-waste management in Cambodia, UNIDO, 2015, p. 33.*

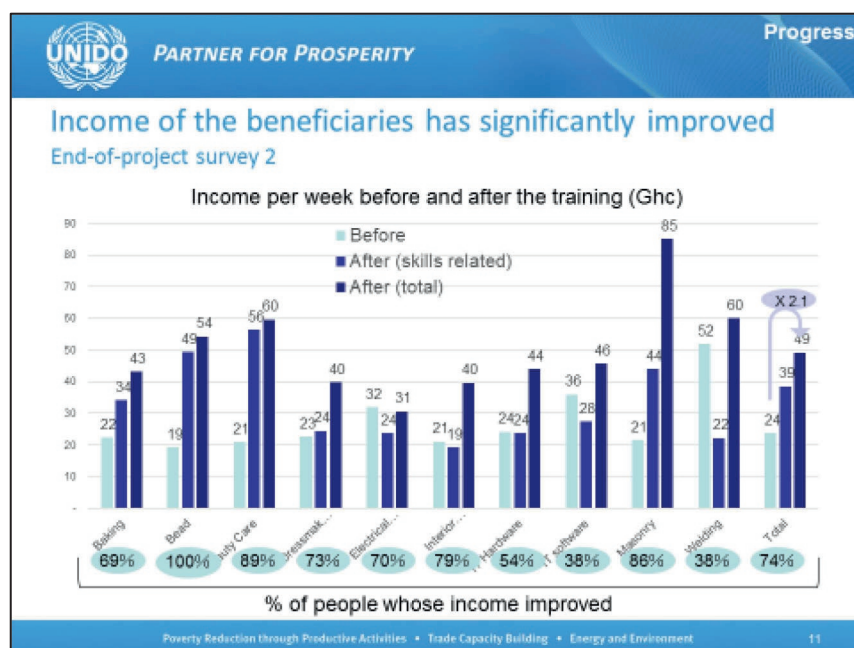


Figure 20. Example illustrating higher-level results – improved income⁵⁵

5.6.4 Under-reporting of results?

The still rather limited monitoring and reporting of higher-level results, i.e. more jobs/employment, and the subsequent lack of aggregated results at the corporate level carries the risk of underreporting UNIDO’s contribution to more jobs/employment (see also section 0 on project inputs on job creation KPIs in SAP).

This was also found by the previous evaluation of UNIDO’s contribution to the MDGs which stated that ‘The lack of monitoring systems contributed significantly to the difficulty in capturing project contributions to the MDGs and could have led to contributions being under-estimated and under-reported.’

⁵⁵ Source: Presentation ‘From Ghana to Liberia - Reintegration of Liberia refugees through multi-skills training for sustainable livelihood and poverty alleviation, 14 October 2014.’

6. Overall rating

Based on the findings, the review team has rated the evaluation criteria (Table 9).

Table 9. Overall rating

Criteria	Findings	Evaluators' rating
Relevance	<p>Finding 1: Enterprise development for job creation is a central theme in UNIDO policies and guidelines. A particular focus on jobs/employment for women and youth can be established. Policies and guidelines give comparatively more attention to women than to youth.</p> <p>Finding 2: A majority of UNIDO projects have a component that is contributing directly or indirectly to enterprise development for additional jobs/employment. A large majority of these UNIDO projects address specifically women and youth. The priority of enterprise development for additional jobs/employment including for women and youth is therefore not only in UNIDO policies and guidelines, but the priority has been translated into projects.</p> <p>Types of interventions</p> <p>Finding 3: UNIDO interventions in the area of enterprise development for more jobs/employment take mainly place at the meso- and micro-level and less at the macro-level. The two most common interventions are capacity building of institutions and training of individuals.</p>	Highly Satisfactory
Effectiveness	<p>Results</p> <p>Finding 4: Many project evaluations demonstrated UNIDO's contribution to more jobs/employment, including for women and youth. Results of most UNIDO projects in the area of enterprise development for more jobs/employment are rather small in scale, ranging from a few dozens to several hundreds of beneficiaries. There are a few exceptions with thousands of potential beneficiaries. While UNIDO makes many references to job/employment creation, documented quantitative results reported are overall limited. Projects that report job results have typically interventions mainly at the meso- and micro-level.</p> <p>Good examples, comparative advantage</p> <p>Finding 5: Many good UNIDO projects can be identified in the area of enterprise development for more jobs/employment. UNIDO appears to have several comparative advantages in the area of enterprise development for more jobs/employment like for example its sector and SME expertise.</p>	satisfactory

Criteria	Findings	Evaluators' rating
	<p>Success factors and challenges</p> <p>Finding 6: Key factors determining high or low performance range from robust problem analysis, to the selection of sectors (labour intensive), to strong national partners, to the involvement of the private sector, to the UNIDO country experience. Key challenges range from the small scale of projects, to the limited funding for PSD, to the delivery pressure of staff.</p>	
Women and youth	<p>Finding 7: Women and youth are beneficiaries in a majority of the projects in the area of enterprise development for more jobs. Youth are almost by default beneficiaries given the high youth unemployment in programme countries. In some industrial sectors, gender balance was achieved through the vocational choice of beneficiaries rather than mainstreamed.</p> <p>Disaggregated data</p> <p>Finding 8: While there are a number of good examples, overall, the availability of gender disaggregated data is limited. The availability of age disaggregated data is even more limited.</p>	moderately satisfactory
Efficiency	<p>Planning: use of logical concepts</p> <p>Finding 9: The dominant logical concept used in projects in the area of enterprise development for more jobs/employment is the logical framework. Despite the complex and non-linear nature of enterprise development for more jobs/employment, theories of change are rarely used.</p> <p>Monitoring, evaluation and reporting</p> <p>Finding 10: UNIDO's monitoring and reporting system is focussing on immediate results (e.g. number of persons trained). The monitoring and reporting of longer-term results with regard to UNIDO's contribution to more jobs/employment is limited at the project level and consequently also at the aggregated, corporate level. Chances are that UNIDO's contribution to more jobs/employment is under-reported. However, several innovative initiatives demonstrate a willingness to improve the monitoring and reporting of UNIDO's contribution to more jobs/employment.</p>	unsatisfactory
Overall rating		Satisfactory
<p>Rating scale: Highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, highly unsatisfactory</p>		

7. Conclusions

UNIDO's activities in the area of enterprise development for job creation, including for women and youth, are manifold. Interventions happen at the macro-, meso-, and micro-level. The projects' contribution to better job opportunities or more employment varies from small numbers (a few dozens) to quite large numbers (a few thousands). At the same time, the degree to which UNIDO can claim credit for the achievements varies significantly. As indicated in section 4, theory of change, many factors influence job and employment opportunities of which UNIDO can influence only a few.

7.1 How many people got employed because of UNIDO?

This review would have liked to say how many additional people got employed annually because of UNIDO's interventions. However, this question could not be answered. There are other organisations that are more specific with regard to number of new jobs created.⁵⁶

The corporate key performance indicator (KPI) in the UNIDO SAP system is not yet sufficiently fed. And an aggregation of employment results based on terminal project evaluation reports was not possible because only projects above a budget of 1 million USD are evaluated, and only a minority of projects in the area of enterprise development report employment results.

Since providing an exact figure was not possible, the review tried to come up with at least a rough estimation. Based on the data available, a best-case scenario estimate is that UNIDO would contribute directly with its interventions at the meso- and micro-level to employment (including self-employment) of 7'000 to 10,000 beneficiaries annually. This estimation does not take into account of UNIDO's indirect contributions with its interventions at the macro-level.⁵⁷

⁵⁶ UNDP for example states for 2014 achievements: "UNDP projects led to 920,000 new jobs (41 per cent for women) being created in 77 countries." (Annual report of the Administrator on the strategic plan: performance and results for 2014, UNDP, 2015.)

⁵⁷ The contribution to more jobs/employment in the range of 7'000 to 10'000 annually is based on an estimate that on average UNIDO projects with a budget of over one million USD have several hundred to a few thousand beneficiaries. With this assumption and based on the job result data provided in the terminal evaluation report (annex 9) it can be estimated that the 26 projects have between 20'-30'000 beneficiaries. In a so called 'most optimistic scenario' all beneficiaries (e.g. all trainees) find employment - at least partly - because of UNIDO. Broken down to a yearly basis (projects usually have a four-year period) approximately 5'000 to 8'000 beneficiaries find employment annually because of UNIDO interventions. Including projects with a budget below 1 million USD, the figure can be increased to a magnitude of 7'000 to 10'000 beneficiaries finding employment annually partly because of UNIDO.

7.2 Dilemma between the level of interventions and the measurability of UNIDO's contribution to more jobs

There appears to be a dilemma between the level of UNIDO intervention and the measurability of the UNIDO contribution to more jobs/employment (Figure 20). While it is to some extent feasible to measure UNIDO's contribution of micro-level interventions to more jobs, it is much more difficult for macro-level interventions. This is a dilemma because interventions at the meso and macro-levels have the higher potential for contributing to more jobs/employment.

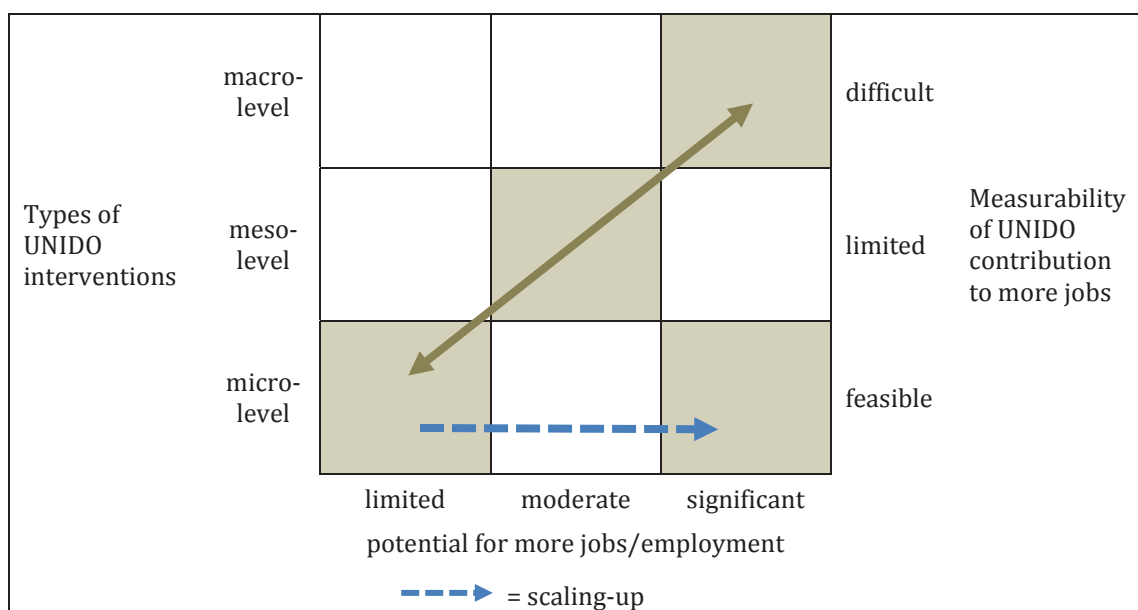


Figure 21. Types of intervention and measurability of UNIDO contribution⁵⁸

7.3 Can you manage what you cannot measure (e.g. capacity building, policy advice)?

An impact evaluation conducted on the project to provide technical assistance for Angola's Entrepreneurship Curricula in Secondary Schools in Angola (example #3 in Annex 8) utilized the methods developed under the ASTEE project⁵⁹ focusing on four main indicators, i.e. entrepreneurial knowledge; entrepreneurial skills, including self-efficacy; entrepreneurial attitudes; and entrepreneurial intention. The evaluation was quite positive on all four indicators. However, the impact on job creation was not measured.

⁵⁸ Source: Review Team.

⁵⁹ ASTEE (Assessment tools and indicators for entrepreneurship education) project under the Competitiveness and Innovation Framework Programme (CIP) and was co-funded by the European Community.

At this point, the review team would like to refer to the quote often attributed to Dr. Deming⁶⁰, "You can't manage what you can't measure." However, Dr. Deming realized that not everything of importance to management can be directly measured but also that those important things still need to be managed. In particular, to the question of what is the benefit of spending money on training a number of people in a special skill, Deming answered "you'll never know, you'll never be able to measure it." And to the question of why one should do it, he answered "because you believed it would pay off, that is the theory."

The theory is that entrepreneurship education is to act upon ideas and opportunities and transform them into value for others. It relates to content, methods and activities supporting the creation and development of knowledge, competences and experiences that make it desirable and feasible for students to initiate and participate in entrepreneurial value creating processes.

By using theories of change and impact evaluations an organization may also not be able to exactly measure its contribution to more jobs/employment, but it can make a credible estimate of how many jobs/employment it has contributed to.

Thus, monitoring and measuring the outcome of capacity building and / or policy advice interventions (even indirectly through proxy indicators) as well as evaluating their impact are still necessary.

7.4 Scaling-up of projects

One way to solve the dilemma is to scale up small-scale projects. Many UNIDO projects are rather small demonstrating for example new technologies, strengthening business support centres or training a limited number of people. Many projects are described as pilot projects at the micro-level and UNIDO is seen as a catalyst. The scaling up of these (pilot) projects is therefore a requirement in order to have a larger-scale impact on the employment situation (Figure 21). While it is not UNIDO's role to scale-up, UNIDO may want to think more about how it could facilitate the scaling up by other actors. This should be considered already at the project design stage when developing a theory of change.

Measuring and documenting the contribution of pilot-projects to more employment would also be important. Scaling-up will only happen if the pilots are proven successes. Documented success is also a strong 'sales' argument vis-à-vis donors.

7.5 Benefits of theories of change

This review found that the logical framework is the dominant logical concept used for UNIDO projects. However, enterprise development for more jobs/employment is a complex, non-linear process depending on many factors and assumptions. The theory of change approach is a broader logical concept that allows to better take into

⁶⁰ American engineer, statistician, professor, author, lecturer, and management consultant (October 14, 1900 – December 20, 1993).

account non-linearity and assumptions compared to the logical framework. It can complement the logical framework to better understand and show the relationship of a single project with its broader context.

Developing a theory of change requires an in-depth situation analysis leading to a realistic assessment of an organization's chances to being able to contributing to change, in our case to more employment. The identification of underlying assumptions may change UNIDO's course of action. A solid theory of change could also help to credibly claim having contributed to more jobs/employment.

7.6 Need for more ex-post monitoring of longer-term effects

Many UNIDO project managers are aware of the need to better capturing longer-term and higher-level results, in particular UNIDO's contribution to more jobs/employment.

Several initiatives like impact evaluations or beneficiary surveys have been undertaken. A systematic corporate approach cannot be recognized. A more coherent corporate approach should be considered in order to make the data comparable and also to save resources (no need to reinvent the wheel by each project). However, the Organization can facilitate ex-post monitoring by encouraging it and by demanding more evidence of the longer-term effects of UNIDO interventions.

The Organization may also explore ways to allocate financial resources for ex-post monitoring after the financial closure of the projects. Governments and donors may also need to be convinced that resources must be put aside to conduct impact evaluations or at least ex-post monitoring.

Ex-post monitoring will also enable project managers to provide more data for the corporate key performance indicators (KPIs).

7.7. Does UNIDO contribute to more or less jobs/employment?

The limited evidence base with regard to UNIDO's contribution to more jobs/employment carries two risks. First, it is possible that UNIDO's contribution to more jobs is underreported.

This would be unfortunate, as unemployment, in particular youth unemployment, is a key challenge in many programme countries and the Organization's contribution to improving the employment situation is a central element in its framework for Inclusive and Sustainable Industrial Development.

While job creation is not the main objective of many UNIDO's projects in areas such as energy efficiency, UNIDO should consider placing a focus on analysing to the extent feasible the job creation potential of all its undertakings, utilizing a 'job creation mainstreaming' approach.

The second risk of the limited evidence base is that UNIDO does not know when its interventions actually contribute to a *reduction of jobs*. As the evaluation of UNIDO Industrial Upgrading Programme has highlighted, it is in the nature of increasing

productivity through modernization that jobs may become obsolete if labour is replaced by technology. While a modernization process can lead to a loss of jobs in the short-term, more competitive companies may employ more work force in future. The point is that UNIDO should have a better grip on the consequences of its interventions on the employment situation.

7.8 Labour intensive sectors and competitiveness

Labour intensive sectors, like the textile sector, offer realistic chances to create additional jobs and employment. Many UNIDO projects are in labour intensive sectors. However, efficiency and competitiveness come first when appraising and designing projects.

7.9. Women and youth

This review was asked to not only look at UNIDO's contribution to more jobs/employment, but also for more jobs for women and youth. Combining the two groups might somehow suggest similarities. However, while the two groups obviously overlap (young women), they are also very different. One group is distinguished by gender, the other by age. This has different consequences on the employment situation. While youth unemployment is to a large extent related to economic and educational factors, the un- or underemployment of women can also have cultural reasons.

UNIDO has developed several guides on how to take into account the differences between man and women in its programme activities. UNIDO might also want to consider developing policies or rationale to address youth.

8. Recommendations

Specific policy for job creation, including for women and youth

1. Consistently with the relevance of enterprise development and job creation in particular for women and youth in UNIDO's Inclusive Sustainable Industrial Development goals, consideration should be given to developing an rationale, approach or strategy to structure and articulate its portfolios and activities to maximize job/ employment creation.

Such a strategy should be cross-cutting through UNIDO's programmes rather than on a by project basis and founded on an overarching theory of change-like model. The model should also include activities which do not have a particular focus on contributing to more jobs/employment.

Quantification methodology

2. Consistently with UNIDO's policy to measure KPIs within its overall results framework, UNIDO should develop a methodology to quantify its achievements in terms of new jobs/employment created, in particular for intervention logics at meso and macro levels leading to more jobs/employment in indirect manners, requiring four to five subsequent changes. Such methodology should be based on a theory of change-like model and aim at accounting for the attribution to UNIDO's interventions of the new jobs created. In this, UNIDO could benefit from methodologies used by other UN agencies, like for example UNDP.

Scaling-up

3. UNIDO should consider how in can contribute to scaling-up of pilot projects in the area of enterprise development for more jobs/employment already during the design stage of those projects. In order to promote pilot projects for scaling up, UNIDO should also better measure and document the contribution of pilot-projects to more employment. Scaling-up will only happen, if the pilots are proven successes.

Situation analysis and theory of change

4. UNIDO should spend more time on situation analysis when designing projects and develop specific theories of change in order to better capture the complexity, non-linearity and assumptions of enterprise development projects for more jobs/employment. UNIDO should encourage the use of theories of change.

Ex-post job assessment and evaluation

5. UNIDO should have a better understanding of the consequences of its interventions on the employment situation. For that, more ex-post assessment and measurement of longer-term effects should be done, including beneficiary surveys and impact studies. UNIDO should also explore ways to allocate financial resources for ex-post job assessment after the financial closure of the projects. Finally, a

partnership with a University to develop a methodology for and conduct of impact studies of UNIDO's contribution to more jobs/employment could be explored.

Youth

6. UNIDO should develop guides on how to consider youth in projects contributing to more employment similar to the guides prepared for gender mainstreaming.

Annex 1. Terms of Reference (Main body)

Contents

1. Context and background
2. UNIDO interventions in the area of enterprise development and job creation, including for women and youth
3. Purpose of the thematic evaluation
4. Scope and focus of the evaluation
5. Evaluation criteria, issues and key questions
 - 5.1. Evaluation criteria
 - 5.2. Evaluation questions and issues
6. Evaluation approach and methodology
 - 6.1. Desk reviews
 - 6.2. Interviews with UNIDO staff
 - 6.3. Development of intervention logics
 - 6.4. Data analysis and reporting
7. Time schedule and deliverables
8. Evaluation Team Composition
9. Quality assurance

1. Context and background

UNIDO recognizes that unemployment is a major challenge for many of its partner countries. Employment patterns are being shaped by two major inequalities: between young and old, and between men and women. On the average, unemployment of youth and women are much higher than overall unemployment. Growth in the past occurred too often without providing the opportunity of participation and reward to significant segments of the population, and women and youth in particular.

UNIDO is committed to support developing countries towards a “people-centered development agenda” – an agenda that builds new and more inclusive development pathways with the aim of providing equal employment opportunities for all people, and especially women and youth. UNIDO is actively engaged in a number of projects throughout the world that are specifically designed to promote employment and income opportunities for women and young people.

UNIDO has consistently been encouraged by its Member States⁶¹ to place high priority on employment generation, in particular with most affected groups such as women or the youth and, in particular, to stress the importance of youth employment for post-2015 development agenda.

As part of an organization-wide initiative to mainstream gender into all UNIDO’s technical cooperation projects and programmes, guides on gender mainstreaming have been prepared in 2015 in close cooperation with the Gender Mainstreaming Steering Committee (GMSC). These guides aim at helping UNIDO’s staff to apply a gender perspective into their work and, more specifically, to mainstream gender throughout the project cycle.

It is also to be noted that UNIDO⁶² proposed Member States that unutilized balances could be allocated inter alia to supporting economic diversification to create employment in the productive sectors, particularly targeting vulnerable groups, including youth, in countries emerging from crisis. A new trust fund was established with the title “Trust fund for youth employment”.

Against the above background, the 2015 ODG/EVA Work Programme approved by decision by the Executive Board, provided for the thematic evaluation of UNIDO interventions in the area of enterprise development and job creation, including for women and youth.

2. UNIDO interventions in the area of enterprise development and job creation, including for women and youth

Enterprise development and job creation, including for women and youth, can be regarded at both outcome and impact levels in numerous UNIDO portfolios. Interventions with a potential for direct or indirect contribution to enterprise development and job creation, including for women and youth, are carried out throughout most branches of UNIDO.

Job creation may also occur as a programme/project level outcome and/or at societal level (programme/project impact). It is possible to achieve positive job creation among the direct

61 General Conference Resolutions, inter alia in GC 6, 11, 12, 14 and 15; other fora such as the High- Level Conference of Middle-Income Countries, hosted in San José from 12 to 14 June 2013; and numerous statements by the DG.

62 GC.14/18.

beneficiaries of a project, with little consequences at a societal perspective.

On the basis of UNIDO public information⁶³, Figure 22 offers various views of UNIDO's services, approaches and interventions, e.g. from the perspectives of thematic areas, approaches (how UNIDO works) and organizational perspective. It also summarizes those portfolios for which enterprise development and job creation, including for women and youth, is an explicit mandate and could be considered an expected outcome. It would appear that projects to be included in this thematic evaluation would mostly fall under main thematic area "Poverty reduction through productive activities".

Programmes/projects under thematic areas "Trade capacity-building" and "Energy and environment" are also susceptible to contribute to enterprise development and job creation, including for women and youth, albeit, probably with a few exceptions, at an overall objective or impact level.

Gender equality and the empowerment of women are cross-cutting issues considered drivers for poverty reduction, social integration and sustainable industrial development. As such, the guides on gender mainstreaming prepared in 2015 reflect or embed a gender perspective into all UNIDO's portfolios. At the same time, UNIDO runs specific projects aimed at empowering or promoting women's involvement into the portfolios of most branches.

UNIDO interventions for enterprise development and job creation take a variety of approaches. The programme under productive work for youth or youth in productive activities provides financial support by donors and government institutions and technical support of youth-led enterprise creation and expansion, thus promoting private sector development. Projects mostly follow a comprehensive approach providing non-financial and financial services with support during and beyond the start-up phase, and also promoting a more conducive environment particularly for youth-led businesses.

These interventions draw on relevant UNIDO methodologies, such as:

- Enterprise Development and Investment Promotion (EDIP),
- Subcontracting and Partnership Exchange Programme (SPX)
- Computer Model for Feasibility Analysis and Reporting (COMFAR)

Projects in these areas are also funded by donors, such as the Global Environment Fund (GEF), in a particular case promoting women's empowerment and clean technologies in beer brewing sector, combining credit lines and technical support.

Related projects also involve strategic partnerships with Enterprise Development Centers (EDCs), as main implementing bodies deeply embedded in the local institutional context, assisting in the creation and development of SMEs. The centres are capacitated to assist SMEs in investment promotion, business plan development, counseling support, access to finance, facilitation of linkages, and others.

A regional youth employment strategy focusing on youth enterprise creation and development is being developed with the Common Market for Eastern and Southern Africa, COMESA. In this case, youth employment and entrepreneurship development projects support the recovery of sustainable livelihoods through improved agricultural productivity and community-based entrepreneurship development, assisting youth, women-headed

63 Source: UNIDO website / Intranet

households and other vulnerable groups to rebuild their livelihoods, with particular emphasis on skills development, the promotion of agro-based production, and small business development.

Figure 22 below also illustrates how UNIDO works, i.e. the mechanisms to achieve the expected outcome of enterprise development and job creation, including for women and youth, which include:

- a) **Technical cooperation activities**, tailor-made to meet the needs and requirements of developing countries across UNIDO's three thematic priorities of poverty reduction through productive activities, trade capacity-building, and environment and energy.
- b) Projects or programmes implemented through mechanisms such as **cluster and network development, partnerships**.
- c) **Capacity building**, training, or special events, such as the conference on fostering Entrepreneurial Youth.
- d) **Vocational training** systems to promote demand-oriented training programmes for vulnerable groups, which also instill an entrepreneurial culture.

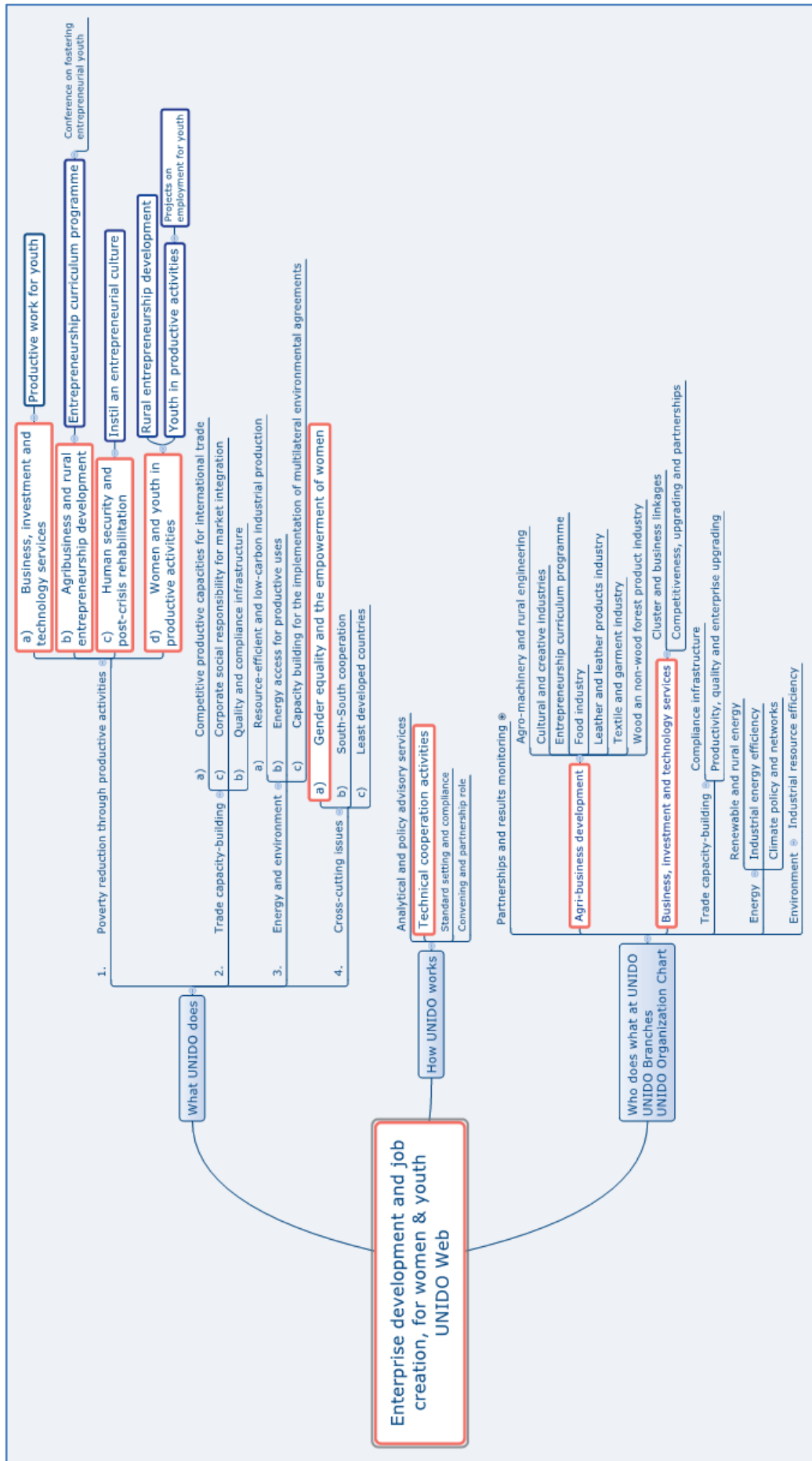


Figure 22. Overview of UNIDO portfolio areas directly relevant for this evaluation

3. Purpose of the thematic evaluation

As expressed in the 2015 ODG/EVA Work Programme, the overall objective of this evaluation is “to identify benchmarks and best practices, to feed into the development and implementation of the Inclusive and Sustainable Industrial Development vision and strategy.”

The specific objective of the evaluation is to assess to what extent UNIDO has contributed to enterprise development and job creation, including for women and youth. This evaluation specifically seeks to synthesize evidence for decision-making, thereby requiring judgment and interpretation, as well as ability to summarize results. However, the evaluation will also assess the performance of the selected UNIDO interventions against their individual objectives and within the context of relevant strategies. Wider lessons of relevance to UNIDO may also emerge.

This evaluation will also provide information to management about which objectively verifiable evidence is available in UNIDO to verify achievement of stated objectives regarding enterprise development and job creation, including for women and youth. The evaluation will assess to what extent contributions to enterprise development and job creation, including for women and youth, have been measured and reported on and, if necessary, provide recommendations on how this can be improved.

The evaluation will make use of a number of project, country and thematic evaluations that covered activities related to the evaluation subject (see Annex 3. List of) by collecting, comparing and contrasting the findings from these individual evaluations at project- and country/regional levels to learn lessons to be applied to the future design, implementation and follow-up to these types of activities. To contribute to the uptake of evaluation results by the Organization, a highly participatory approach shall be applied, involving UNIDO managers and staff in all steps of the evaluation.

If required, the evaluation will identify areas for improvement, provide lessons learned and recommendations for improving UNIDO's interventions in the areas of enterprise development and job creation, including for women and youth.

The review is intended to be useful to all managers and staff at UNIDO headquarters and in the field offices who are involved in promoting enterprise development and job creation with a focus on women and youth.

Emphasis will be placed on how gender equality goals have been integrated in the interventions evaluated and how the coordination, where relevant, to build on complementarities and increase UNIDO impact to enable women's empowerment and gender equality has improved with regard to the Busan Joint Action Plan for Gender Equality and Development⁶⁴. “Address gender equality and women's empowerment in all aspects of our development efforts, including peace-building and state-building.” (Busan Outcome Document, paragraph 20c).

4. Scope and focus of the evaluation

As discussed in section 2, while UNIDO interventions in the area of enterprise development and job creation can be found throughout most UNIDO's portfolios, the evaluation will focus

⁶⁴ Fourth High Level Forum on Aid Effectiveness (HLF-4), 29 November to 1 December 2011). Busan Joint Action Plan for Gender Equality and Development, Busan, Republic of Korea

on UNIDO projects in the areas identified in Figure 22, with specific relevance for UNIDO's contributions to enterprise development and job creation, including for women and youth.

Projects which are in the process of being mid-term evaluated will be identified and constitute the source for case studies. The findings from the case studies should be useful to validate the synthesized findings from the desk review.

Fundamental information sources will be UNIDO independent evaluations (thematic, country, integrated programme and country service framework, and project) through desk review, tentatively covering those conducted from 2010 to 2014, as well as review of UNIDO documents related to strategic plans and work programmes. Findings from evaluations in organizations other than UNIDO shall also be used as inputs if relevant.

Out of all the evaluations conducted from 2010 to 2014⁶⁵, i.e. 27 thematic evaluations, 17 country evaluations, 3 integrated programmes evaluated, 110 project evaluations and 3 desk reviews, a screening will be performed as a first step, to determine those to be included for in-depth assessment in this Thematic Evaluation (see section **Error! Reference source not found., Error! Reference source not found.**). A tentative list of relevant evaluations is included in Annex 3. List of .

5. Evaluation criteria, issues and key questions

5.1 Evaluation criteria

This evaluation will be based on the DAC evaluation criteria, i.e. relevance, impact, effectiveness, efficiency and sustainability of the interventions. As mostly based on desk review of past evaluations, a proper assessment of the sustainability and impact of the interventions would not be feasible. As a gender responsive evaluation, criteria such as inclusiveness and participation of women and youth as stakeholders will be kept in focus throughout the exercise, thus specific questions are proposed.

Relevance will be assessed in relation to the needs, priorities and ownership of the interventions by the governments but also in a wider perspective and in reference to policy statements coming out of the United Nations and other international conferences and UN and UNIDO policy statements. It will also assess the interventions in relation to UNIDO policy, strategy and guidance documents.

Effectiveness will assess achievement of results, in line with the above, in relation to the specific objectives of the interventions, i.e. the extent to which the intended outputs and outcomes in terms of enterprise development and job creation, including for women and youth, have been achieved. Furthermore, this evaluation specifically seeks to synthesize evidence of outcomes for decision-making and, as far as possible reflect on impact achievement for those interventions.

Efficiency will assess the quality of the planning, in particular whether the intervention design, logic and the underlying theory of change together with the implementation mechanisms had contributed to economically transfer inputs into outputs.

5.2 Evaluation questions and issues

The overall question this evaluation aims to respond is: What is UNIDO's experience in

⁶⁵ UNIDO website.

entrepreneurship development and job generation, in particular with most affected groups such as women or the youth?

In order to answer the overall question in the context of evaluation criteria, the question is broken down into number evaluation questions as proposed in the following sections.

Relevance: To what extent interventions in the area of enterprise development and job creation for women and youth are relevant to UNIDO mandate and country needs?

- To what extent policy and strategic directions related to enterprise development and job creation for women and youth exist and are a priority at UNIDO?
- To what extent were the interventions relevant to country specific needs?
- Is there a need to rethink the UNIDO-wide strategies and policies in this area?
- What is the share of the UNIDO portfolio/resources address this objective?

Effectiveness: Have the intended results been achieved

- What have been the qualitative and quantitative results (in terms of outputs, outcomes and impacts, if any) of the interventions? What changes (if any) have the interventions brought in terms of enterprise development, employment for women and youth, productivity and poverty reduction.
- What are the demonstration effects of UNIDO interventions? Have the project models been replicated by the government, other enterprises or development agencies?
- What are the key factors that determine high or low performance of the interventions and what are the long term effects?
- To what extent did interventions consider the competitiveness of enterprises developed and the sustainability of jobs created?
- Which best practices can be identified?
- What is UNIDO's strategy to engage with UN or private organizations in its enterprise development and job creation for women and youth? Would such cooperation need to be enhanced?

Efficiency: Was the design and planning of the interventions of high quality? Was the implementation efficient?

- Did the design of interventions include a logical framework compliant with basic requirements, such as: establishing the relationship between the result chain; identifying SMART indicators, capturing the gender and youth dimensions and appropriately sex disaggregated; identifying critical assumptions; providing a baseline to monitor progress against it?
- Was the intervention design consistent with an underlying Theory of Change, and was the intervention logic clearly specified?
- Have interventions been implemented accordingly? Were log frames used to monitor and review the projects progress during implementation?
- Are there gaps in availability of outcome and impact information?
- Did projects incorporate industrial upgrading; cluster development; value chain development; entrepreneurship; partnerships development, etc.)? Did the modality fit the project purpose and objectives?
- Have the main stakeholders, including private sector, direct beneficiaries and government authorities, been involved throughout the project planning and implementation process?

- What are the strengths and weakness of the interventions' design, implementation and management?
- Have synergies between UNIDO branches/services been exploited, in particular trade capacity building, agri-business development and energy and environment? Would there have been a case to establish/strengthen such linkages?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?

Gender and youth perspectives

- Were gender and youth issues adequately identified at the design stage? If so, how? To what extent were the needs and priorities of women and youth reflected in the design? Was a gender / youth analysis included in a baseline study or needs assessment (if any)? Were beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group? To what extent are output/outcome indicators gender disaggregated?
- Have women and youth benefited equally from the project's interventions? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- To what extent have the interventions reduced gender disparities and enhanced women's empowerment?
- Have beneficiaries been selected based on transparent, fair and appropriate criteria and were gender concerns reflected in the criteria to select beneficiaries?
- Are the interventions in line with the UNIDO⁶⁶ and national policies on gender equality and the empowerment of women?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?

6. Evaluation approach and methodology

The evaluation will cover the aspects indicated in section 5 of UNIDO's interventions in the areas of enterprise development and job creation including for women and youth (see section 2 and Figure 22) at individual intervention level and will synthesize findings covered by the evaluation of individual projects, country and thematic evaluations that were conducted earlier in form of a meta evaluation. It will also review the existing policies and strategies and the synergies among different UNIDO branches/offices.

While this evaluation builds on the review of a number of evaluations reports and will not include field visits, the evaluation will draw on the conclusions from ongoing evaluations as case studies.

The evaluation will be managed by the UNIDO Office for Independent Evaluation and carried out by two international consultants. ODG/EVA will provide support as needed.

Data shall be gathered through three methods: i) desk reviews, ii) case studies, and iii) interviews with UNIDO relevant staff. The different steps of the evaluation are described in more detail below.

⁶⁶ Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.

6.1. Desk reviews

The evaluation will encompass an inception phase during which a desk review of evaluation reports will be conducted, aimed at collecting information of UNIDO's interventions in the areas of evaluation and to extract information on their performance.

Initial screening: mapping UNIDO interventions

Annex 3. **List of** presents a tentative list of evaluations for in-depth assessment in this Thematic Evaluation. On-going projects and planned for first half of 2015 will also be included in this tentative list.

With the aim of focusing the evaluation scope, the first step will be to map UNIDO interventions aimed at enterprise development and job creation and identify related objectives, i.e. were the intended output/outcomes or impact of the interventions. A mapping of the target group(s) of these projects will be conducted focusing on the extent gender mainstreaming or gender equality and youth issues have been taken into account.

This screening process during the inception phase will result in a list of evaluations and interventions related to enterprise development and job creation to be included the Thematic Evaluation, together with a justification for inclusion or exclusion and will form part of the inception report. The inception report shall include an overview of the final selection of evaluations.

The screening process and results shall be validated by the evaluation team with UNIDO branches/units.

In-depth desk review

This step will encompass:

- Systematic review and analysis of UNIDO evaluation reports that cover UNIDO activities in the areas of evaluation, such as
 - o Thematic evaluations, country evaluations and integrated programme and country service framework evaluations
 - o Project evaluations
 - o UNIDO strategic documents (see preliminary list of key documents in Annex 2)
- Recent relevant publications, existing strategies and policies, projects and programmes and practices of other international organizations and agencies, in particular, in the UN system (e.g., UN offices, UNDP, UNEP, UNCTAD, FAO) that are active and engaged in the areas of evaluation.
- A review of selected evaluations relating to enterprise development and job creation in organizations other than UNIDO has been performed. Focus has been on identifying what has proven to work and work has proven to work less well when it comes to enterprise development and job creation. The findings of this review represent an additional input to the Thematic Evaluation and shall feed into overall conclusions and recommendations.
- Case studies: Projects in the process of being mid-term evaluated would constitute the source for case studies. (e.g. mid-term evaluation of projects on "...productive work for youth in Armenia" is expected to be finalized by end June, and "...human security through inclusive socio-economic development in Upper Egypt" is expected to be finalized by end September (both projects included in Annex 1). The findings from the case studies should be validated against the synthesized findings from the desk review. Given that these two projects are mid-term evaluated, there would be sufficient time

for the projects to take on-board potential key lessons from the Thematic Evaluation, if found relevant, and vice versa.

An assessment matrix will be prepared and presented in the inception report. The inception report should follow the ODG/EVA template for inception reports.

6.2. Interviews with UNIDO staff

Interviews at UNIDO HQ with key stakeholders from relevant branches/units interviews shall be conducted. During interviews key performance findings shall be validated and additional information be collected as required.

6.3. Development of intervention logics

Based on the desk review and interviews/discussions with project/programme managers, the evaluation team will construct the intervention logics or the theories of change of typical interventions. These theories will map out how inputs and activities should have logically led to outputs, outcomes and impacts. This will enable the evaluation team to conduct analysis along the causal chain from inputs to impacts, to build the case around these interventions, and to determine if these interventions have worked as planned.

The theories of change will be validated through discussions between the staff members of the respective branches and the evaluation team.

Typical intervention logics or 'theories of change' of the interventions evaluated will be compared with those of other organizations in this area, such as UNDP, UNEP, FAO.

6.4. Data analysis and reporting

Quantitative evidence from desk reviews shall be systematically collected in order to provide a solid basis for the analysis and the ensuing recommendations. The findings shall be presented in a transparent and reader-friendly format, to enable users of the evaluation findings to easily verify the foundation for analytical conclusions and recommendations.

Quantitative evidence based on aggregated data from desk reviews will be validated through "qualitative" evidence obtained through interviews.

The type of information and evidence to be systematically collected, the format for its presentation, and the proposed data analysis methods shall be specified as part of the methodology in the inception report to be developed by the evaluation team.

7. Time schedule and deliverables

The tentative time schedule of the evaluation is as follows:

<i>Tasks/deliverables</i>	<i>Tentative schedule</i>
Contracts signed with evaluators	End June 2015
Delivery of inception report	15 July 2015
Desk review and analysis of selected evaluations and other documents and data sources (including case studies)	31 July 2015
Interviews at UNIDO HQ to validate findings from desk analysis and to gather additional information	July-August 2015
Presentation of preliminary findings at UNIDO HQ	20 August 2015
Delivery of draft evaluation report (in English)	31 August 2015
Collection of comments on draft evaluation report	15 September 2015
Delivery of revised evaluation report	End September 2015
Approval of final report	October 2015

Evaluation deliverables will include an inception report, interview guidelines, evaluation matrix, draft and final evaluation report.

The draft report will be shared with UNIDO staff for initial review and consultation. Staff may provide feedback on any error or fact and may highlight the significance of such errors in conclusions. The evaluators will also seek to validate findings and recommendations with staff involved. Evaluators will take comments into consideration when preparing the final version of the report.

The main deliverable of this thematic evaluation exercise will be the final report, which will be submitted to the UNIDO Executive Board. All reports will be written in English.

8. Evaluation team composition

The evaluation team will include two senior evaluators with extensive experience and knowledge of evaluation methodologies and results-based management. Evaluators shall be familiar with Micro, Small and Medium-size Enterprise (MSME) development, poverty issues/perspectives, gender mainstreaming and employment generation.

Tentatively, the evaluation team will share the evaluation tasks as follows:

- Both members of the evaluation team will conduct desk reviews with a view to validating the respective analyses.
- One of the members of the evaluation team will be specifically in charge of developing the intervention logics of the evaluations, to be validated by the other team member.
- The second senior evaluator will be specifically in charge of conducting data analysis, to be validated by the other team member.

Detailed job descriptions are attached. The main competencies required from the evaluation team are:

- Extensive evaluation experience
- Results-based management, including youth and gender responsive perspectives
- Technical competence in areas of UNIDO's mandate and, in particular, in enterprise development and job creation
- Ability to address relevant cross-cutting thematic issues
- Excellent report drafting skills
- Good communication and facilitation skills
- Good interpersonal skills
- Appropriate language skills

According to UNIDO rules, the consultants must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation. This principle is underlined in the UNIDO Evaluation Policy: "For independent evaluations, the members of an evaluation team must not have been directly responsible for the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future)".

9. Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Office for Independent Evaluation. Quality control is exercised throughout the evaluation process against the provisions of these ToR. The quality of the evaluation report will be assessed and rated.

The Evaluation Management Response (MRS) will outline the evaluation recommendations. The Branch and Unit Management and the concerned project/programme managers responsible for the follow up to recommendations are to provide comments with regard to acceptance or non-acceptance of the evaluation recommendations and on action taken in line with the deadlines established by the MRS. This document, which will be posted on the UNIDO intranet, allows tracking of the follow-up of each recommendation and ensures learning across the Organization. The evaluation report will also be posted on the UNIDO intra- and internet sites.

Annex 2. Review Framework

Criteria, key questions and sub-questions	Sources of Information	Data Collection / Analysis Methods
Relevance: How relevant is enterprise development for job creation, in particular for women and youth in UNIDO?		
To what extent do UNIDO policies/guidelines in the area of enterprise development focus on job creation, in particular women and youth?	UNIDO policies and guidelines UNIDO staff	Content analysis Interviews
To what extent do UNIDO interventions (programmes/projects) in the area of enterprise development focus on job creation, in particular women and youth?	UNIDO evaluation reports UNIDO staff	Content analysis Interviews
Effectiveness: To what extent have UNIDO interventions in the area of enterprise development contributed to job creation, in particular for women and youth?		
What have been the qualitative and quantitative results (outputs, outcomes and impacts) of UNIDO interventions in the area enterprise development for job creation, in particular for women and youth?	UNIDO evaluation reports	Content analysis
What are successful interventions? Which good practices can be identified?	UNIDO evaluation reports UNIDO staff	Content analysis Interviews
What are the key factors that determine high or low performance of the interventions?	UNIDO evaluation reports UNIDO staff	Content analysis Interviews
What are the underlying theories of change?	UNIDO evaluation reports UNIDO staff	Theory of change analysis Interviews
Efficiency: How have the UNIDO interventions in the area of enterprise development been implemented and monitored?		
What are the types of interventions in the area of enterprise development for job creation?	UNIDO evaluation reports UNIDO policies and guidelines	Content analysis
What are UNIDO's implementation strengths and weakness?	UNIDO evaluation reports	Content analysis

Criteria, key questions and sub-questions	Sources of Information	Data Collection / Analysis Methods
To what extent have contributions to enterprise development for job creation, including for women and youth, been monitored and reported on? Are results data documented? (output, outcome and impact level)	UNIDO staff UNIDO evaluation reports	Interviews Content analysis
Gender and youth perspectives: How have gender and youth goals been integrated in UNIDO interventions in the area of enterprise development for job creation?		
Are gender and youth issues related to enterprise for job creation adequately (systematically?) addressed in UNIDO interventions?	UNIDO evaluation reports UNIDO staff	Content analysis Interviews
Are sex and age disaggregated data available? (pre- and post intervention, data on results)	UNIDO evaluation reports	Content analysis
To what extent have the interventions reduced gender disparities and enhanced women's empowerment?	UNIDO evaluation reports UNIDO staff	Content analysis Interviews

Table: Review Team

Annex 3. List of documents reviewed

THEMATIC / PROGRAMMATIC EVALUATIONS

- Independent cluster evaluation of UNIDO projects. Enabling activities to review and update the National Implementation Plans for the Stockholm Convention on POPs.
- UNIDO Renewable Energy Trust Fund. Independent thematic evaluation.
- Implementation of the expanded UNIDO Medium-term programme framework 2010-2013. Independent strategic evaluation.
- UNIDO's post-crisis interventions. Independent thematic evaluation.
- Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-13
- UNIDO Trade Trust Fund. Independent thematic evaluation.
- UNIDO's Public private partnerships. Independent thematic evaluation.
- Independent evaluation of UNIDO Regional Programmes for Trade Capacity Building in West Africa. Independent thematic evaluation.
- Thematic evaluation of UNIDO projects related to "Industrial Upgrading". Independent thematic evaluation
- UNIDO's Global Forum function. Independent thematic evaluation.
- Independent Thematic Evaluation – UNIDO's Contribution to the Millennium Development Goals.

COUNTRY EVALUATIONS

- URUGUAY, Evaluación independiente de país.
- SRI LANKA, Independent UNIDO country evaluation.
- RUSSIAN FEDERATION. Independent UNIDO country evaluation.
- PAKISTAN. Independent UNIDO country evaluation.
- MEXICO. Evaluación independiente de la ONUDI. Evaluación de país.
- IRAQ. Independent UNIDO country evaluation.
- REPUBLIC OF ZAMBIA. Independent UNIDO country evaluation.
- KENYA. Independent UNIDO country evaluation.

INTEGRATED PROGRAMME AND COUNTRY SERVICE FRAMEWORK EVALUATIONS

- REPUBLIQUE DU CONGO: Programme Integre de Relance Industrielle (PIRI).

PROJECT EVALUATIONS

- BURKINA FASO. Independent terminal evaluation. Promoting energy efficiency technologies in beer brewery in Burkina Faso (GF/BKF/12/001 - SAP 100046; GEF ID: 4285).
- 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).

- 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).
- KINGDOM OF CAMBODIA: Independent final evaluation. Creating opportunities and ensuring effective e-waste management in Cambodia (TF/CMB/12/001/003 - SAP 120011).
- IRAQ: Operations and Industrial Maintenance Training Academy in Erbil, Iraq (pilot plants) (TE/IRQ/11/001 - SAP 10110).
- *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).
- IRAQ: Independent evaluation. Enhancing investment to Iraq through industrial zone (IZ) development (TE/IRQ/10/006).
- 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).
- COTE D'IVOIRE: Evaluation indépendante. Amélioration de la compétitivité des entreprises ivoiriennes des secteurs d'exportation non traditionnels (EE/IVC/10/001).
- 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).
- 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).
- GLOBAL. Independent final evaluation. Operational phase of the international Centre for Advancement of Manufacturing Technology (ICAMT) (SF/GLO/08/009, US/GLO/08/010).
- MEXICO. Independent final evaluation. Integrated assessment and management of the Gulf of Mexico Large Marine Ecosystem (GF/MEX/09/001).
- REPUBLIC OF LIBERIA. Rehabilitation of training centres in vulnerable communities in Liberia (TF/LIR/11/001).
- 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).
- 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.
- 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).

- 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).
- REPUBLIC OF THE SUDAN: Surveys of renewable marine resource in the Red Sea State (TE/SUD/12/004).
- 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).
- SIERRA LEONE: Rehabilitation of training-cum-production centres in vulnerable communities of Bo, Kpandebu, Pujehun, Kailahun and Koindu (TF/SIL/11/002).
- SOUTH SUDAN: Integration and progress through protection and empowerment of displaced groups in Southern Sudan (TF/SUD/12/001 - SAP 110037).
- 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).
- 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 retablisement des conditions de vie et la consolidation de la paix (TF/ZAI/11/001).
- MOZAMBIQUE: Final evaluation. Business Environment and Trade Facilitation (BESTF) project for Mozambique (EE/MOZ/08/001). (External evaluation by European Union).
- ZAMBIA: Independent final evaluation. Joint UNIDO-WTO trade capacity-building programme framework for Zambia (TE/ZAM/09/001).
- 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).
- 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).
- 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).
- 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).
- SOUTH AFRICA: Greening the COP17 in Durban (GF/SAF/11/004, GF/SAF/11/A04, GF/SAF/11/B04).
- VIET NAM: Helping Vietnamese SMEs to adapt and adopt CSR for improved linkages with global supply chains in sustainable production (EE/VIE/08/A07; EC ref. SWITCH Asia 2008 - VN 171-192).
- 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).

- 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).
- 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).
- 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).
- SOUTH AFRICA: Independent evaluation. South Africa Automotive Component Supplier Development (ACSDP) (SE/SAF/09/003).
- 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.
- INDONESIA: Independent evaluation. Realizing minimum living standards for disadvantaged communities through peace building and village-based economic development (TF/INS/08/004).
- ETHIOPIA: Final evaluation. Edible oil value chain enhancement (FM/ETH/10/002, FM/ETH/10/A02). (External evaluation by MDG Achievement Fund).
- 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).
- IRAQ: Evaluation of micro enterprises for reintegration of Internally Displaced persons in Thi Qar Governorate (TE/IRQ/08/004).
- 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).
- REGIONAL AFRICA: Terminal evaluation of the UNDP-UNEP GEF project: Combating Living Resources Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (GCLME) (GP/RAF/04/004, EG/RAF/04/001). (External evaluation by UNEP).
- 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).
- SOMALIA: Independent evaluation. Integration and progress through skills and employment for displaced groups in Somalia (TF/SOM/11/001).
- Tunisia: Independent Terminal Evaluation Of the Project: "Renforcement du Centre National de Production Propre en Tunisie Première Partie: Phases 1 et 2" UNIDO Projects: UE/TUN/09/001, UE/TUN/09/004 UNIDO SAP ID: 104107.2015

Desk Reviews

- Synthesis of lessons learned from completed evaluations 2012-2013 (prepared by ODG/EVA).
- Non-Paper ODG/EVA: Findings from review of evaluations in organizations other than UNIDO.

UNIDO policy and strategy documents

- Annual Reports 2010 – 2014, UNIDO (various years).
- Diagnostics for Industrial Value Chain Development. An Integrated Tool, UNIDO (2011).
- Empowering Women – Empowering Humanity: UNIDO and the Beijing Platform for Action, UNIDO (?)
- Empowering Women: Fostering Entrepreneurship, UNIDO (?). Policy on Gender Equality and the Empowerment of Women, Director-General's Bulletin, UNIDO/DGB/(M).110/Rev.1, UNIDO (March 2015).
- Guide on Gender Mainstreaming: Agribusiness Development Projects, UNIDO (2015).
- Guide on Gender Mainstreaming: Environmental Management Projects, UNIDO (2015).
- Guide on Gender Mainstreaming: Montreal Protocol Projects, UNIDO (2015).
- Guide on Gender Mainstreaming: Trade Capacity-Building Projects, UNIDO (2015).
- Guide on Gender Mainstreaming; Energy and Climate Change Projects, UNIDO (2014).
- Inclusive and Sustainable Industrial Development. Creating shared prosperity / Safeguarding the environment, UNIDO (2014).
- Introduction to UNIDO Inclusive and Sustainable Industrial Development, UNIDO (2014).
- Industrial Upgrading & Modernization Programme. Taking your Industry to the Next Level, (Inclusive Sustainable Industrial Development), UNIDO (2013).
- Lima Declaration. Towards inclusive and sustainable industrial development. UNIDO General Conference (June 2013).
- Medium-term Programme Framework 2010-2013 (extended to 2015), UNIDO (2008).
- Midterm review of the medium-term programme framework, 2010-2013, UNIDO IDB.39/8*-PBC.27/8* (2011).
- Programme and Budgets 2010 – 2014, UNIDO (various years).
- Pro-poor Value Chain Development. 25 guiding questions for designing and implementing agroindustry projects, UNIDO, IFAD and DIIS (2011).
- Value Chain Diagnostics for Industrial Development. Building blocks for a holistic and rapid analytical tool, UNIDO (2009).
- Speech of UNIDO's DG, Mr. LI Young, at the G77 Plenary Discussion Forum on Mainstreaming of Youth in the Post-2015 Development Agenda and Youth Entrepreneurship for Industrial Development 10:00 am on Friday, 4 April 2014 at the VIC.
- UNIDO. General Conference, fifteenth regular session. UNIDO activities related to agribusiness, trade and job creation. Report by the Director General, (GC.15/7). (2013).

Annex 4. Selected ongoing projects

Project title	Project No. (Agresso/if applicable)	Project No. (SAP ID)
- Reduction of Environmental threats and increase of exportability Bangladeshi leather products (Re-Tie)	EE/BGD/09/001	101002
- Supporting economic revitalization through income generation and employment creation in Somaliland (SERIES)	TF/SOM/12/001	120154
- Value chain support programme - Leather component	FB/URT/11/F04	100228
- Pakistan - Upgradation of the Leather training institution	FB/PAK/09/010	101026
- The 18th Session of the Leather and Leather Products Industry Panel	XP/INT/12/004	100237
- International Workshops	US/INT/12/015	120291
- Skills and Employment for Peace		1202467
- Sustainable Food Security Through Community-Based Livelihood development and Water Harvesting		101115
- Livelihoods recovery and micro-industry support project for communities affected by natural disasters		101091
- Enhanced local value addition and strengthening value chains		140320
- Facilitating youth employment through entrepreneurship and enterprise development in vulnerable regions of Tunisia: Kairouan, Kasserine, Le Kef, Sidi Bouzid		120357
- UNIDO-HP cooperation for Entrepreneurship and IT capacity building: includes HP budget and outputs directly related to SAP project 120357 (Tunisia)		102173
- Facilitating job creation through the Entrepreneurship Training Programme HP LIFE and Enterprise Creation in Nigeria		140071
- Productive work for youth in Armenia – supporting young entrepreneurs		120455
- Promoting women empowerment for Inclusive and Sustainable industrial Development in the MENA region		140026
- Fostering Pro-poor and inclusive MSME development in Myanmar		120523
- Productive work for youth and women through MSMEs promotion in Ethiopia		140092
- ENPARD Technical Assistance: Producer Group and Value Chain Development EU/UNIDO-UNDP Program in Armenia + ADA-funded component		120603
- Fruit processing and marketing for economic inclusion of young women and men in Northern Armenia and Eastern		140061

Project title	Project No. (Agresso/if applicable)	Project No. (SAP ID)
Georgia		
- Engaging Tunisian Youth to achieve the MDGs	FM/TUN/09/002- FM/TUN/09/A02- FM/TUN/09/B02	102032
- Fostering the development of the wood craft value chain in Sidi Bouzid	TF/TUN/11/002	100212
- Ethiopian Business Plan for IAFP		130164
- IDEA Senegal: local economic development in Louga,		120489
- IDEA Senegal: youth employment creation project		120103
- Supporting resilience capacity in Mali		140284
- Inter-agency network on youth development		140060
- Conference on Productive work on Youth in the MENA and Tunisia		120201
- Promoting women empowerment for Inclusive and Sustainable industrial Development in the MENA region		140026
- Support to the development of culture and creative industries and clusters in the Souther Mediterranean		130034
- SALASEL Pro-poor horticulture value chains in Upper-Egypt	FM/EGY/09/006	102022
- Sustainable livelihoods for Afgan refugees/returnees in Iran and Afganistan	FB-RAS_AFG-IRA- 120336	
- Hunger relief in East Africa by producing processed soya bean products	TF-KEN-120058	
- Support for Host Communities in Lebanon affected by the high influx of Syrian refugees II	UE-LEB-140191	

Annex 5. List of persons interviewed

Name	Job title/Position in organization
Ms. Monica CARCO	Unit Chief, PTC/BIT/ITU
Ms. Somaya Erika MOLL	Int. Expert on Youth Employment, PTC/BIT/ITU
Ms. Virpi STUCKI	Industrial Development Officer, PTC/AGR/AIT
Mr. Mohamed Lamine DHAOUI	Director, PTC/BIT/OD
Mr. Anders ISAKSSON	Senior Industrial Development Officer, PTC/BIT/ITU
Ms. Gabriele OTT	Gender Coordinator, ODG/GEA
Ms. Gloria ADAPON	Industrial Development Officer, PRF/RPF/OD
Ms. Nilgün TAŞ	Unit Chief and Deputy to the Director, PTC/BIT/CBU
Ms. Petra WENITZKY	Industrial Development Expert, PTC/BIT/CBU
Mr. Tidiane BOYE	Industrial Development Officer, PTC/PRM/CPU
Mr. Ivan KRAL	Industrial Development Officer, PTC/AGR/AIT
Mr. Namal SAMARAKOON	Industrial Development Officer, PTC/AGR/AIT
Mr. Rafik FEKI	Industrial Development Officer, PTC/BIT/CBU
Mr. Smail ALHILALI	Industrial Development Officer, PTC/ENV/IRE
Ms. Solomiya OMELYAN	Programme Officer, PRF/RPF/EUR
Mr. Jaime MOLL DE ALBA CABOT	UNIDO Representative, PRF/FLD/ARB/MOR
Mr. Toshiyuki MIYAKE	Industrial Development Officer, PTC/TCB/QSC
Mr. Marlen BAKALLI	Industrial Development Officer, PTC/AGR/RES
Mr. Dejene TEZERA	Unit Chief, PTC/AGR/RES
Ms. Cristian PITASSI	Industrial Development Officer, PTC/AGR/RES
Mr. Adnan SERIC	Industrial Development Officer, PTC/BIT/CBL

Annex 6. Screening template

Basic information

1. Our report number: [no.] we should give all reports our own number for easy identification (from 1 to ...)
2. Document reviewed by: Silvia Alamo Urs Zollinger
3. Document title: [text]
4. Document ID, if any: [number]
5. Year of publishing of report: [year]
6. Type of document:
 Project evaluation report, IP/CSF/CP evaluation report, Thematic evaluation report, Country evaluation report, Other (*tick only one*)
7. Region of operations:
 Africa Asia Europe Arab States Global (*tick only one*)
8. Country(ies) (if country focus): [text]
9. Theme categorization:
 Partnerships and results monitoring Agribusiness development
 Business, investment and technology services Trade capacity building
 Energy Environment (*tick all that apply*)

Screening criteria

10. Does the report specifically address job/employment creation? yes no
11. Does the report specifically address enterprise development? yes no

Additional question:

12. Does the report specifically address women? yes no
13. Does the report specifically address youth? yes no
14. Comment by reviewer, if any: [text]

Annex 7. Review template for in-depth analysis

Question 1-14 from the screening template

15. Level of UNIDO intervention in the area of enterprise development: micro-level, meso-level, macro-level (*tick all that apply*)

16. Type of intervention:

- policy advice
 - improve business environment (e.g. SME registration reform)
 - value chain support
 - capacity building of institutions
 - capacity building of enterprises
 - skills training
 - access to finance
 - access to other services (e.g. access to business information)
 - Industrial Upgrading and Modernization Programme
 - Cluster and network development
 - Industrial export promotion and SME consortia
 - Entrepreneurship Curriculum Programme (ECP)
 - Subcontracting and Partnership Exchange (SPX)
 - Enterprise Development Investment Promotion (EDIP)
 - Computer Model for Feasibility Analysis and Reporting (COMFAR)
 - other: [text]
- (*tick all that apply*)
- Comment: [text]

17. Level of results reported: output level outcome level impact level no results reported (*tick all that apply*)

18. Job results reported: jobs/employment created, jobs/employment created for women, jobs/employment created for youth no job results reported (*tick all that apply*)

Comment: [text]

19. Type of job results reported:

- employment entrepreneur/self-employed other: [text]
- (*tick all that apply*)

20. Industry in which jobs created:

- agribusiness (e.g. agro-machinery, cultural and creative i., food i., leather i., wood and non-wood forest products i.)
 - industry/manufacturing (e.g. ICT, pharmaceutical i., chemical i., automotive i., construction i.)
 - other: [text]
- (*tick all that apply*)

21. Level of success reported (in the area of enterprise development for job creation) highly successful, moderately successful, unsuccessful, unclear (*tick only one*)

22. Key recommendations in the area of enterprise development for job creation: [text] *e.g. a beneficiary analysis before the project.*
23. Lessons learned and good practices reported in the area of enterprise development for job creation: [text]
24. Key factors that determine high or low performance of intervention (other than recommendations and lessons learned): [text] *e.g. the partnership with the private sector was crucial.*
25. Use of theory of change (or “impact pathway”): yes, no, not a theory of change, but another logical concept (e.g. logframe) (*tick only one*)
26. Quality of theory of change or logframe (based on assessment provided in the evaluation reports): good quality medium quality low quality (*tick only one*)
27. Availability of sex disaggregated data: yes, to a limited extent, no (*tick only one*)
28. Type of sex disaggregated data available: background info, project activities, project results (*tick all that apply*)
29. Availability of age disaggregated data: yes, to a limited extent, no (*tick only one*)
30. Type of age disaggregated data available: background info, project activities, project results (*tick all that apply*)
31. Relevance of the document for the evaluation: highly relevant, partly relevant, not relevant, why: [text], *e.g. interesting theory of change used.*

Annex 8. Good examples of UNIDO projects in the area of enterprise development for job/employment creation, including for women and youth

Example 1: IRAQ Enterprise development through information and communication technology (EDICT) and Investment promotion for Iraq (IPI)

Project ID	FB/IRQ/09/007 - TE/IRQ/09/010	Country	IRAQ
Project title	Enterprise development through information and communication technology (EDICT) and Investment promotion for Iraq (IPI)		
Project donors	UNDG-ITF, Italian Development Cooperation		
Project objective	The overall goal of the family of projects is to support private sector development by upgrading existing and creating new small SMEs in Iraq. Project outcomes expected to stimulate employment, address poverty and create an enabling environment for private investment and job creation.		
Level of intervention	<ol style="list-style-type: none"> 1. Capacity building of the local private sector, particularly SMEs, through business advisory services. 2. Support to National Investment Commission through constant on-the-job training and mentoring and providing technical assistance to the KRG Board of Investment. 3. Direct support to two identified sub-sectors (construction and food processing). 		
Summary of results	<ul style="list-style-type: none"> • 1040 new jobs have been created (through survey results); • Monitoring data estimates of 850-1100 jobs created are realistic. 		
Short description	<p>The project provided the following services to existing and prospective entrepreneurs through the EDCs:</p> <ol style="list-style-type: none"> a. Business Management Training (topics include entrepreneurship skills, enterprise management, financial management, marketing, international partnerships) delivered through off-line traditional training at the EDCs – duration of 15-20 days and comprising 15-30 individuals; and on-line training through e-learning. b. Business Counseling Services (financial counseling, marketing assistance, development of a range of entrepreneurship skills, assistance with development of business plans). c. Investment matchmaking including the preparation of company profiles with investment needs and subsequent promotion using the UNIDO network, focusing on buyer-supplier matchmaking, benchmarking assessments and assistance with subcontracting opportunities. d. Business mentoring for EDC counselors and trainers who subsequently use the new skills to assist new and prospective entrepreneurs e. Organizing of missions/business entrepreneurial delegations to fairs, trade shows and exhibitions. 		

Example 2: Integration and progress through protection and empowerment of displaced groups in South Sudan

Project ID	TF/SUD/12/001	Country	South Sudan
Project title	Integration and progress through protection and empowerment of displaced groups in South Sudan		
Project donors	Supplementary Budget of the Ministry of the Ministry of Foreign Affairs, Government of Japan		
Project objective	To provide internally displaced persons and demobilised combatants predominantly with the know-how and experience that will help individuals achieve sustainable livelihoods either through self-employment or by working for the agriculture, construction, manufacturing or service sectors.		
Level of intervention	Strengthening vocational training in the country and expanding training programmes; Refurbishing buildings; providing basic equipment and enhanced curricula.		
Summary of results	<ul style="list-style-type: none"> • A minimum of 750 young people - including IDPs, ex-combatants and women - provided with marketable skills); • 672 beneficiaries trained (33 per cent female) in trade and service sector skills; • 75 beneficiaries trained on entrepreneurship skills; • A high percentage of trainees graduated with 448 out of 451 males and 197 out of 221 females graduating; • The income of more than half of the beneficiaries had improved through direct employment, home based self-employment or business creation • About 80 % of trainees were in employment; • Around 60 % and 40 % of males and females were enabled to start up their own business or gain employment respectively. 		
Short description	The project contributed to expanding the human capital base by strengthening the capacities of selected vocational training centres in the country through training key trainers with the skills to deliver the developed training curricula; refurbishing buildings; providing basic equipment and enhanced curricula. A baseline survey and mobilisation of the targeted beneficiaries was undertaken; market analysis for public and private sector employment; a minimum of 750 youth (including IDPs, ex-combatants and women) were provided with marketable skills; and support systems were implemented for the development of micro-industries and to harness the specific needs required by the target groups.		

Example 3: Technical Assistance for Angola's Entrepreneurship Curricula in Secondary Schools Programme (ECP)⁶⁷

Project ID	XP/ANG/08/003, US/ANG/08/001, US/ANG/08/002, TF/ANG10/001	Country	Angola
Project title	Technical Assistance for Angola's Entrepreneurship Curricula in Secondary Schools Programme (ECP)		
Project donors	Governments of Portugal and Republic of Korea; Chevron; and UNIDO		
Project objective	<p>The overall goal of the Programme is to promote entrepreneurship culture and skills among youth in order to build up the entrepreneurial foundations that enable a sustainable and dynamic private sector.</p> <p>The immediate objective was to support the Ministry of Education in developing entrepreneurship curricula in the secondary school system and to pilot test the curricula in nine provinces. The programme targeted the first and second cycles of secondary education in selected schools as well as technical vocational education and training of teachers.</p>		
Level of intervention	Developing an entrepreneurship curriculum with syllabus, teacher's guides, textbooks, monitoring and evaluation tools, as well as assessment guidelines.		
Summary of results	<ul style="list-style-type: none"> • The pilot reached 9,800 young people of which 2,000 have completed 3 year-cycle; 45 schools in 9 provinces and 140 teachers; • 60 trained teachers, 24 specialists for entrepreneurship development, 35 teachers' trainers, 55 pedagogical directors, 35 schools directors; plus learning manuals, teacher guides; • The results of the impact evaluation demonstrated significant intermediate changes (behaviour, skills, attitudes towards entrepreneurship) and institutional capacities for the implementation and sustainability of entrepreneurship teaching. 		
Short description	UNIDO assisted the Government in developing an entrepreneurship curriculum. Once in school, the students learn to identify business opportunities with growth potential in their community and assess resources that can be mobilized within their environments. Students also learn in theory and practice how to set up and manage a business and make savings.		

⁶⁷ Note: In a previous project in Mozambique, within four years, 51 per cent of all schools in Mozambique began to implement the ECP, with almost 500,000 students having taken the course, of which 47 per cent were girls. In view of ECP's positive impact, the Ministry of Education and Culture has integrated the programme into the formal National Education Strategy and will implement it nationwide.

Example 4: Technical Assistance to Business Registration Reform in Viet Nam 2008-2013

Project ID	TF/VIE/08/001, XP/VIE/08/002, FB/VIE/09/006, US/VIE/10/002	Country	Angola
Project title	Technical Assistance to Business Registration Reform in Viet Nam 2008-2013		
Project donors	Switzerland (SECO) and Norway (NORAD)		
Project objective	To achieve a Computerized National Business Registration System containing registration information on enterprises nationwide operational and to complement it with a computerized system for filing and disseminating financial statements.		
Level of intervention	Assisting the introduction of the business registration reforms at the policy formulation to implementation levels; helping to revise legal frameworks and regulations; and build institutional and human capacities to offer more client-friendly services.		
Summary of results	<ul style="list-style-type: none"> • Elimination of seal engraving permits; • Use of the same computerized workflows when registering a new business or amending existing enterprise records; • Reduction of the time to register a firm from 15 days in 2008 to 3 days; • 850,000 registered firms as of December 2013 with saving of over USD 4 million annually. 		
Short description	<p>Business registration held back businesses, especially SMEs in the Vietnamese economy due to cumbersome procedures costing firms much time and money. These burdens on firms also eroded State tax revenues and pushed some firms into the informal sector.</p> <p>An innovative and user-friendly National Business Registration System (NBRS) made its full nationwide debut in April 2013 after four years of UNIDO supported development and the introduction of e-signatures, e-payment, online registration and online information service facilities to reduce the costs and risks of doing business in Viet Nam.</p>		

Example 5: Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia

Project ID	TF/ARM/09/001/A01/B01	Country	Armenia
Project title	Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia		
Project donors	UNHCR, UNDP, UNIDO, UNFPA, and UNICEF		
Project objective	To support youth-led enterprise creation and expansion.		
Level of intervention	A comprehensive approach including provision of policy advice and institutional capacity-building; entrepreneurship training, counselling, coaching, and technical assistance to aspiring young entrepreneurs; access to funding through the youth business revolving fund; and outreach activities.		
Summary of results	<ul style="list-style-type: none"> • 34 applicants were given an opportunity to create 36 additional jobs for their businesses; • Of 36 loans, 21 were disbursed to start up new businesses and 15 to expand existing ones; • Of 21 loans for start-ups, 80 percent were disbursed in the Gegharkunik marz, creating 16 new jobs in that area. 		
Short description	<p>The project promoted a conducive environment for youth-led businesses. Aspiring young entrepreneurs received direct assistance in creating and/ or developing their own businesses. They also had the possibility to access funding through the youth business revolving fund established through the project. Outreach activities were undertaken with particular emphasis given to the promotion of successful women entrepreneurs to encourage young women to enter into business.</p> <p>The project contributed to a systemic change with both the public and the private sector rendering support to youth-led enterprise creation and showed the potential of funding schemes targeted towards youth create. Target beneficiaries included 300 potential and existing young entrepreneurs (of which 50 per cent are women) and 80 youth-led businesses and start-ups.</p>		

Example 6: Renforcement du Centre National de Production Propre en Tunisie Première Partie: Phases 1 et 2

Project ID	UE/TUN/09/001; UE/TUN/09/004 - UNIDO SAP ID 104107	Country	Tunisia
Project title	Strengthening of the National Cleaner Production Centre in Tunisia, Phases 1 and 2		
Project donors	Swiss State Secretariat for Economic Affairs (SECO), CITET and KUONI		
Project objective	To enhance the skills of the National Cleaner Production Centre in Tunisia, with the aim of promoting the sharing of information and experiences at the regional level.		
Level of intervention	Meso and micro levels. Capacity building of enterprises, institutions and experts; skills training; study tour and access to services (e.g. business information).		
Summary of results	<ul style="list-style-type: none"> • 60 young engineers and 21 national experts trained on energy efficiency; • 60 young engineers supported to apply for jobs; • 14 young engineers (6 according to the project records) found temporary or permanent employment (either by the private sector or in one case through a donor-funded project). 		
Short description	<p>Two intervention components aimed at: a) strengthening national capacities to implement basic and advanced clean production in Tunisia; and b) development of a regional network of Cleaner Production Centres or equivalent institutions in the MENA region.</p> <p>This was to be achieved through intensive training of professionals of various renowned institutions of the country, by developing their knowledge and capabilities to provide the services of the Resources and Efficiency beyond the Cleaner Production (ERPP) to public sector organizations and private.</p> <p>A second operation will allow the Centre to grow and compete with other institutions already active in the field of l'ERPP through the establishment of a Knowledge and Assistance Management System in the development of tools and own methodology to the regional context. This intervention will enhance the image of the Tunisian Centre as a full member of a regional network ERPP.</p> <p>The Tunisian Centre aimed at playing an important role in the regional component of the project, due to the ICT infrastructure made available by the host institution.</p>		

Example 7: Youth employment through entrepreneurship and enterprise development in vulnerable regions of Tunisia

Project ID	UNIDO SAP 120357 and SAP 102173 related to Tunisia (includes HP LIFE e-Learning programme)	Country	Tunisia
Project title	Fostering youth employment through entrepreneurship and enterprise development in vulnerable regions of Tunisia: Kairouan, Kasserine, Le Kef and Sidi Bouzid		
Project donors	USAID; the Government of Italy; and HP.		
Project objective	To create job opportunities for young men and women in four vulnerable regions by fostering directly and indirectly the creation of new and growth of existing enterprises.		
Level of intervention	Meso and micro levels; Skills development (e-Learning in entrepreneurship and IT in classroom settings and individually, green business plan); business coaching to assist young female and male entrepreneurs in transforming their ideas to bankable business plans and in facilitating their start-ups; technical assistance to existing entrepreneurs to grow and expand;		
Summary of results	<p>At impact level, 548 jobs including 79 self-employed and 469 employed have been created in the four targeted regions by May 2015 through the following main project activities:</p> <ul style="list-style-type: none"> • 16 trainers and 55 university educators were trained to empower entrepreneurs and students with entrepreneurship and IT skills through HP's Learning Initiative for Entrepreneurs (HP LIFE e-Learning) • More than 9,500 Tunisians took HP LIFE online courses of which 1,136 entrepreneurs (51% women) participated in HP LIFE e-Learning face-to-face training and group coaching to learn how to apply the innovative IT tools and concepts of HP LIFE to their own business projects • 134 young aspiring entrepreneurs were coached to help them convert their project ideas into bankable business plans • 36 start-ups and 80 high growth SMEs have been and continue to be supported with business coaching and technical assistance • A manual for guiding young entrepreneurs in their enterprise creation journey has been developed and distributed • Preliminary evaluation surveys indicate that participants have increased their motivation, confidence, as well as IT and business development skills; 		

Project ID	UNIDO SAP 120357 and SAP 102173 related to Tunisia (includes HP LIFE e-Learning programme)	Country	Tunisia
Short description	<p>The project enhances the knowledge and delivery capacity of local business support institutions in entrepreneurship and enterprise creation and provides direct support to entrepreneurs and enterprises through technical assistance, trainings and business coaching. In conjunction with Hewlett Packard's Learning Initiative for Entrepreneurs (LIFE) programme, UNIDO's experience in entrepreneurship development has given young people in Tunisia an opportunity to acquire the skills needed to start their own businesses or find employment in existing enterprises. In line with the Government's strategy to promote private sector development through the creation of SMEs in vulnerable regions, the project aimed to open sustainable employment opportunities for Tunisian youth in Kairouan, Kasserine, el Kef and Sidi Bouzid , where unemployment rates for young women and men are particularly high.</p>		

Example 8: Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean

Project ID	SAP ID 130034; ENPI/2013/333-939	Country	Global (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia)
Project title	Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean		
Project donors	EU funded - European Neighbourhood and Partnership Instrument (ENPI) framework; Italian Development Cooperation.		
Project objective	Strengthening selected clusters and cluster initiatives in cultural and creative industries (CCIs) in the Southern Mediterranean that have the potential to develop into promising pilot cluster initiatives.		
Level of intervention	Meso and micro levels; Skills development; direct business coaching; study tours; information dissemination; knowledge sharing.		
Summary of results	<p>14 clusters chosen stemming from design-based industries, e.g. jewellery, brass, garment/fashion, ceramic, furniture cluster, homeware, handicrafts, kitchenware and mosaic, habitat design and leather accessories.</p> <p>Training of clusters, meetings of stakeholders, field visits for cluster and design experts, development of clusters' business plans and capacity-building activities for both selected and non-selected clusters.</p>		
Short description	<p>Based on an initial CCI cluster and value chain mapping as well as a transparent selection process, the project seeks to provide technical assistance to at least one cluster in each one of the target countries.</p> <p>The project fosters information dissemination and knowledge sharing through dedicated CCI centres, workshops and regional meetings to facilitate the exchange of best practices and success stories. The project supports the implementation of an enhanced CCI policy framework that is conducive to the formation of clusters, thus promoting the upscaling and replication of its technical cooperation activities for increasing employment opportunities and inclusive growth throughout the region. Attention is given to the establishment of business linkages between Southern Mediterranean and European Union cluster support institutions and between international buyers (retailers and manufacturers) and local suppliers towards increasing sustainable sourcing.</p>		

Example 9: Creating opportunities and ensuring effective e-waste management in Cambodia

Project ID	TF/CMB/12/001/003 - SAP 120011	Country	Kingdom of Cambodia
Project title	Creating opportunities and ensuring effective e-waste management in Cambodia		
Project donors	Korean International Cooperation Agency (KOICA) and Samsung Electronics.		
Project objective	<p>a) Strengthened capacities of youth sector to support the increase in employment and business opportunities in the electronic industry; and</p> <p>b) E-waste management skills, knowledge and practices are improved.</p>		
Level of intervention	<p>Micro, meso and macro levels;</p> <p>Policy advice; improved business environment; capacity building of institutions and enterprises; skills training; access to other services.</p>		
Summary of results	<ul style="list-style-type: none"> • 191 persons trained; • 15% (30) own a repair shop; • 40% (76) got employed; • 17% (32) are pursuing study for higher degree; • 6% (11) are unemployed; and • 22% (42) could not be contacted. 		
Short description	<p>In addressing the country's priorities for youth employment and improved environmental performance in general and e-waste management in particular partners joined know-how and resources to strengthen capacities for increased business opportunities in electronic industry and create e-waste management skills and knowledge in five pilot areas in Cambodia.</p> <p>The project interventions targeted direct beneficiaries, e.g. the Ministry of Environment, Ministry of Labour and Vocational Training and other relevant line ministries, provincial and local governments, local training institutions and vocational institutes and policy level interventions; and ultimate beneficiaries, e.g. the youth sector in target project areas, small local enterprises, informal sector operators and local communities in general for both the economic and environment related outcomes of the project.</p>		

Annex 9. Compilation of results reported by the evaluation reports analysed

Project Title	Project no.	Theme categorization	Results reported (bold: job/employment results)
Promoting energy efficiency technologies in beer brewery in Burkina Faso	GF/BKF/12/001 SAP 100046 GEF ID: 4285	GEF - Energy Environment	<ul style="list-style-type: none"> A small level of employment could likely be generated: Young masons benefited direct and indirectly from project implementation "9,000 household stoves installed and the carbon credits earned allowed Tii Paalga to successfully secure funding from the Cooperation Wallonie-Bruxelles"
Creating opportunities and ensuring effective e-waste management in Cambodia.	TF/CMB/12/001/ 003 - SAP 120011	Business, investment and technology Services Energy Environment	<ul style="list-style-type: none"> 191 persons trained 15% (30) own a repair shop 40% (76) got employed 17% (32) are pursuing study for higher degree, and 6% (11) are unemployed 22% (42) could not be contacted
Enhancing investment to Iraq through industrial zone (IZ) development	TE/IRQ/10/006	Country Partnerships (PTC/PRM/CPU)	<p>"There was a disconnect between the projects overall development objective ("to enhance investments to create employment opportunities, generate income and alleviate poverty") and the actual work undertaken.</p> <p>However, the potential to meet the projects objective was created"</p>
PALESTINE Technology Transfer for Recycling of Building Material Waste, Gaza Strip, and Support to the Marble Stone Industry in the West Bank	TE/PAL/05/00 (SAP 106029)	Business, investment and technology Services & Energy Environment	<p>The short courses seem to have helped a small number of businesses improve their technical skills.</p> <p>The diploma course had:</p> <ul style="list-style-type: none"> Forty-two students of whom eight are working in their family stone companies often at higher levels of production management Five are working in stone companies not related to their families, and Five further students secured jobs but found the remuneration insufficient Other graduates have chosen to work for higher salaries in Israel or have found work outside the stone sector
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	Rural Entrepreneurship Development and Human Security (PTC/AGR/RES)	<ul style="list-style-type: none"> Provision of basic and in some cases advanced training enabled the majority of beneficiaries to either gain paid employment or become self-employed" For the wider community there was small creation of jobs "of the males, significant percentages of current fishers, previously had no job or were involved in daily casual labour" "In one case women's associations are directly providing support services to the fishing industry and MSMEs such as ice making factories are creating new job opportunities"

Project Title	Project no.	Theme categorization	Results reported (bold: job/employment results)
India - Operational phase of the International Centre for Advancement of Manufacturing Technology (ICAMT)	SF/GLO/08/009, US/GLO/08/010	Business, investment and technology Services	Results reported are e.g. higher turnover, more exports, employee productivity, energy Efficiency gains, etc. but not no Jobs.
Republic of Liberia - Rehabilitation of training centres in vulnerable communities in Liberia	TF/LIR/11/001	Agribusiness development Energy & Environment	<ul style="list-style-type: none"> • More than 80% said there were jobs available for the skills they had learned • 90% believed that they were equipped to find jobs • 55% of graduated trainees found work after their training • 40% had created their own businesses • 55% of graduated trainees were able to find some kind of employment or self-employment • Immediate income increased among around 60% of beneficiaries
Technical Assistance for Angola's Entrepreneurship Curricula in Secondary Schools Programme (ECP)	XP/ANG/08/003, US/ANG/08/001, US/ANG/08/002, TF/ANG10/001	Agribusiness development	<ul style="list-style-type: none"> • 60 trained teachers, 24 specialists for entrepreneurship development, 35 teachers' trainers, 55 pedagogical directors, 35 schools directors; plus learning manuals, teacher guides... • 9799 students expected
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)	Agribusiness development	While the target were „disadvantaged individuals especially rural youths, women, smallholder farmers and micro entrepreneurs trained and gained access to on- and off-farm income generating opportunities along the value chains“, the evaluation deemed premature to assess the likelihood of results.
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	Trade capacity building	<ul style="list-style-type: none"> • Over 3500 people trained. • Likelihood of possible impact marginal- IndExpo is only one of 15 certification bodies currently operating in Sri Lanka (apart from non-resident providers)

Project Title	Project no.	Theme categorization	Results reported (bold: job/employment results)
SIERRA LEONE - Rehabilitation of training-cum-production centres in vulnerable communities of Bo, Kpandebu, Pujehun, Kailahun and Koindu	TF/SIL/11/002	Agri-business Development Unit (PTC/AGR/ABD) Agro-processing and Value Chain Development	<p>Only few results reported: e.g.</p> <ul style="list-style-type: none"> The number of trainees who could find jobs or set up their own businesses, soap making and gara tie-dyeing seem to be among the most successful training disciplines The number of the trainees who have created their own business is still very limited Training had a limited area of outreach and benefited fewer women as compared to men.
Integration and progress through protection and empowerment of displaced groups in South Sudan	TF/SUD/12/001	Agribusiness development	<ul style="list-style-type: none"> A minimum of 750 young people - including IDPs, ex-combatants and women - provided with marketable skills) 672 beneficiaries trained (33 per cent female) in trade and service sector skills 75 beneficiaries trained on entrepreneurship skills A high percentage of trainees graduated with 448 out of 451 males and 197 out of 221 females graduating The income of more than half of the beneficiaries had improved through direct employment, home based self-employment or business creation About 80 % of trainees were in employment Around 60 % and 40 % of males and females were enabled to start up their own business or gain employment respectively
Appui au programme national de reconstruction de la République Démocratique du Congo pour le rétablissement des conditions de vie et la consolidation de la paix	TF/ZAI/11/001	Agribusiness development	<ul style="list-style-type: none"> 1030 low income farmers, rural entrepreneurs and unemployed youth benefitted by the project 520 persons trained persons could improve their economic and nutritional situation
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)	TF/IVC/10/004 TE/IVC/08/003	Human security and post-crisis rehabilitation (PTC/AGR/RES)	<ul style="list-style-type: none"> Objective likely to be achieved: providing 3,000 to 3,500 young people (including ex-combatants and women) with skills for them to obtain employment / start an economic activity Medium-term objective likely to be achieved: contributing to the expansion of human capital by strengthening the vocational training system in the country Participation of girls in training well below the targeted 35%
Etude relative à l'évaluation de la phase pilote du programme de restructuration et de mise à niveau de l'industrie des Etats	TE/RAF/07/001	Business, investment and technology Services	<ul style="list-style-type: none"> 584 personnes formées Renforcement des capacités de 251 experts 109 entreprises diagnostiquées avec élaboration de plans d'investissements matériels/immatériels dont 37 à restructurer et 72 à mettre à niveau,

Project Title	Project no.	Theme categorization	Results reported (bold: job/employment results) (bold: job/employment results)
membres de l'UEMOA			<ul style="list-style-type: none"> 99 entreprises sélectionnées pour la mise en oeuvre de RMN plans
Technical Assistance to Business Registration Reform in Viet Nam 2008-2013	TF/VIE/08/001, XP/VIE/08/002, FB/VIE/09/006, US/VIE/10/002	Business, investment and technology Services	One main impact was an improved business environment for some 700,000 domestic formal enterprises through the establishment of a new business registration system
South African Automotive Component Supplier Development Programme	SE/SAF/09/003)	Business, investment and technology Services	<ul style="list-style-type: none"> A total of 3534 workers, supervisors and managers trained in phase 2 and more than 2000 individuals trained during the testing phase 65 student industrial engineers with work experience available to the market
Independent evaluations of UNIDO cluster twinning projects in India and Viet Nam, and Review of the UNIDO cluster twinning (CT) approach.	TE/IND/04/001 TE/VIE/08/003	Business, investment and technology Services	<ul style="list-style-type: none"> In India, 48 companies in the CT component; 35 companies in the ITP component; and 30 companies in the SA component supported In Vietnam, 4 intervention sites selected; upgrading of 39 enterprises ; cooperation agreement with the Confederation of Italian Industries; draft policy paper
Indonesia Realizing minimum living standards for disadvantaged communities through peace building and village based economic development	TF/INS/08/004	Agribusiness development	<p>The project trained:</p> <ul style="list-style-type: none"> 3,041 beneficiaries (27 % female) in horticultural and agroprocessing technical skills; and 3,161 beneficiaries (35 % female) in non-technical skills such as peace building and entrepreneurship Increased incomes by about half of the beneficiaries' in the range of 26 to 75 % across the project's various skills Improved skills, products improved in quality and incomes were increased The project had contributed to the peace building process More work opportunities? yes, 90%
Edible oil value chain enhancement in Ethiopia	FM/ETH/10/002 FM/ETH/10/A02	Agribusiness development	<ul style="list-style-type: none"> Supply of farm inputs (seeds, fertilizers and chemicals) improved Access to credit facilitated Market-oriented farming is enhanced
Evaluation indépendante du Programme Pilote d'Appui à la Mise à Niveau, la Normalisation et la Qualité (PPAMNQ) (CAMEROON)	EE/CMR/08/002	Trade capacity building	<ul style="list-style-type: none"> 600 personnes sensibilisées sur normes ISO 15 entreprises mises à niveau 15 certifications obtenues (dessous des objectifs)

Project Title	Project no.	Theme categorization	Results reported (bold: job/employment results)
THE REPUBLIC of Iraq Evaluation of Micro Enterprises for Reintegration of Internally Displaced persons in Thi Qar Governorate	TE/IRQ/08/004	Agribusiness development	<ul style="list-style-type: none"> Up to 22 % of beneficiaries may have found employment 12 % found employment, of which only 7 % were women 21% of beneficiaries had created businesses 42 % of beneficiaries reported that their situation had improved as a result of the training, while only 3% said their situation had deteriorated Less than half of trained male and female reported that they are generating between 26 to 75 per cent greater income
Enterprise development through information and communication technology (EDICT) and Investment promotion for Iraq (IPI)	FB/IRQ/09/007 TE/IRQ/09/010	Investment and Technology (PTC/BIT/ITU) & Partnerships and Results Moni- toring, Country Partnerships (PTC/PRM/CPU)	<ul style="list-style-type: none"> 1040 new jobs have been created as per survey results Monitoring data estimates of 850-1100 jobs created are realistic
Sustainable Livelihood for Socially Vulnerable Refugees, Internally Displaced and Local Families in Armenia	TF/ARM/09/001/ A01/B01	Rural Entrepreneurship Development and Human Security (PTC/AGR/RES) [Textile industry]	<ul style="list-style-type: none"> 34 applicants were given an opportunity to create 36 additional jobs for their businesses Of 36 loans, 21 were disbursed to start up new businesses and 15 to expand existing ones Of 21 loans for start-ups, 80 percent were disbursed in the Gegharkunik marz, creating 16 new jobs in that area
Integration and progress through skills and employment for displaced groups in Somalia	UNIDO Project Number: TF/SOM/11/001	Agribusiness development	<ul style="list-style-type: none"> 512 male and 154 female trained in a wide range of technical and practical skills, short of the 50% target Short-term impact: verifiable increase in beneficiary incomes, 25 to 50 % across the various skills areas
Renforcement du Centre National de Production Propre en Tunisie Première Partie: Phases 1 et 2	<ul style="list-style-type: none"> UE/TUN/09/001 UE/TUN/09/004 UNIDO SAP ID: 104107	Energy Environment [Tourism]	<ul style="list-style-type: none"> 60 young engineers and 21 national experts trained on energy efficiency 60 young engineers supported to apply for jobs 14 young engineers (6 according to the project records) found temporary or permanent employment (either by the private sector or in one case through a donor-funded project)

Annex 10. Results statements related to job/employment creation in the UNIDO Annual Report 2014

		Results statements related to job/employment creation	Page	Relevance of results statement
No.	Achieved results			
1	HP LIFE	UNIDO's partnership with Hewlett Packard's Learning Initiative for Entrepreneurs (LIFE) has created over 20,000 jobs in developing countries.	18	1
2	Rwanda	Some 535,000 students—over half of them girls—followed courses in entrepreneurship, of whom around 120,000 have already graduated and have secured jobs or are actively seeking employment.	38	1
3	Côte D'Ivoire	... the centre saw an enrolment of 2,546 students, including a number of ex-combatants.... A random sample of 108 students showed that over half had found paid employment within two months of completing their training.	38	1
4	Cambodia	Of the 191 youth trained on Samsung's installation and repair services, over one third have become entrepreneurs, are employed or are serving an apprenticeship with Samsung service centres.	39	1
5	Liberia	More than 1,000 men and women received training in the entrepreneurship and technical skills.	40	2
6	Ghana	557 of them passed the national skills examination while 544 opted for a course in business skills. ... Those already employed in Ghana witnessed a sharp increase in their income; women trainees, in particular, saw their incomes doubled. In a survey carried out at the end of project, 97 per cent of the beneficiaries acknowledged that the training had made their lives considerably easier.	40	2
7	Bangladesh	Significant developments during the year included the instruction of 493 trainers and advice and support from international experts to 21 companies on quality and productivity improvement ...The aim of the recently completed phase of the project was to raise the overall competitiveness of the sector and improve working conditions leading to an expansion of the sector and the creation of better employment opportunities.	49	2
8	Collaborative Actions for Sustainable Tourism (COAST)	Conservation activities to protect natural resources create jobs and income, thereby reducing poverty.	67	3
9	Macedonia	A project to eliminate PCB in the Former Yugoslav republic of Macedonia helped improve the environmental business performance of the company.. which actively promotes the employment of skilled women in the power sector.	76	3
	Planned results			

1	Russia	Under a \$2 million project launched in October with support from the Russian Federation, UNIDO will help create jobs.	28	3
2	Kyrgyzstan	UNIDO will help create jobs through the development and use of cost-effective and environmentally friendly building materials for housing and for the rehabilitation of water irrigation systems in rural areas.	28	3
3	Angola	The ultimate beneficiaries of a project to create strong agro-industrial value chains in Angola are farmers, labourers and entrepreneurs who are expected to enjoy increased employment and higher incomes.	29	3
4	Democratic People's Republic of Korea	UNIDO will be responsible for a component designed to increase standards of living and sustainable livelihoods of rural populations by promoting employment.	31	3
5	Tunisia	By the time the project ends in 2015, it is expected that 800 young men and women will have been trained in enterprise creation, 1,000 aspiring entrepreneurs will have attended enterprise promotion seminars, and 8,400 aspiring and existing entrepreneurs will have been empowered with information technology tools to increase their business efficiency. Business counselling will be offered to 146 LIFE trainees following their training.	37	2
6	Egypt	the project "Enhancing youth employability and local economic development in Upper Egypt" is planning entrepreneurship training for senior students in technical and vocational education.	37	3
7	Namibia	school leavers will be able to create jobs.	38	3
8	Lebanon	the project aims to increase the manufacturing capacities of SMEs, enabling them to respond to local and external market demands while hastening economic recovery and stimulating income generation and job creation both for the local Lebanese population and Syrian refugees.	39	3
9	Guinea	UNIDO's involvement in the project focuses on developing SMEs that will open up much needed employment opportunities for youth in the country.	41	3
10	Myanmar	The aim of the project is to secure the sustainability and inclusiveness of Myanmar's economic growth through private sector-led growth and better employment opportunities for local communities.	48	3
11	Senegal	A proposed new park in Diamniadio, just outside the capital Dakar, will create jobs for both men and women.	51	3
12	Morocco	will promote economic growth, youth employment and gender equality in North and West Africa.	53	3
13	Albania	the introduction of the new technology will create employment opportunities where unemployment is prevalent, especially among women.	68	3
		1 results statement highly relevant (measurable and at job/employment level) 2 results statement partly relevant (measurable but not at job/employment level) 3 results statement of limited relevance (not measurable)		



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