UNIDO EVALUATION GROUP

Desk review

What has UNIDO done to reduce poverty – Evidence from UNIDO evaluations 2008 and 2009

UNITED NATIONS
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Acronyms and abbreviations

CDM	Clean Development Mechanism
COMPID	Combating Marginalization and Poverty through Industrial Development
CND	Cluster and Networking Development
CSF	Country Service Framework
CSR	Corporate Social Responsibility
H&A	Harmonization and Alignment
IC-SHP	International Centre for Small Hydro Power
ICT	Information and Communication Technology
IP	Integrated Programme
ITC	International Technology Centre
ITPO	Investment Technology and Promotion Office
LDC	Least Developed Country
LFA	Log-Frame Analysis
MDG	Millennium Development Goal
MSME	Micro, Small and Medium Enterprises
MTPF	UNIDO Medium-term Programme Framework
NIP	National Implementation Plan
ODG	Office of Director General
OECD	Organisation for Economic Co-Operation and Development
ODG/EVA	UNIDO Evaluation Group
PCF	UNIDO Programme Coordination and Field Operations Division
PCM	UNIDO Programme Support and General Management Division
POP	Persistent Organic Pollutants
PSD	Private Sector Development
PTC	UNIDO Programme Development and Technical Cooperation Division
RBA	Rights-Based Approach
RBM	Results-Based Management
RSF	Regional and Strategies and Field Operations Division
SME	Small and Medium Enterprises
SMTQ	Standards, Metrology, Testing and Quality
ToR	Terms of Reference
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization

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, taking into account their relative importance.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcomes	The achieved or likely effects of an intervention's outputs.
Outputs	The products in terms of physical and human capacities that result from an intervention.
Relevance	The extent to which the objectives of an intervention are consistent with the requirements of the end-users, government 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

UNIDO's Evaluation Group (ODG/EVA) has been mandated to develop a lessons-learned document to inform UNIDO stakeholders about the impact of UNIDO interventions on poverty reduction and to identify benchmarks and best practices, as well as weaknesses in the planning, monitoring and reporting systems. This study builds on the synthesised analysis of the findings from two desk reviews of 52 UNIDO evaluations carried out in 2008 and 2009 respectively and was carried out by an international evaluation consultant, Ms. Henny Andresen.

Analytical framework

The understanding of poverty applied in the analysis of findings from the evaluation reports is multi-dimensional and based on the OECD interpretation. The multi-dimensional nature of poverty is captured in *five dimensions: economic, protective, political, socio-cultural, and human*. All five dimensions are inter-related and in addition influenced by *two cross-cutting themes: gender and environment*. This inter-relationship between the different dimensions and the cross-cutting themes implies that there may be synergies, i.e. positive effects in one dimension may reinforce the effects in another dimension, or vice versa, negative effects in one dimension may off-set the positive effects in another.

The multi-dimensional understanding of poverty is closely related to results-based management (RBM), i.e. clear focus on ***how*** and ***through what means*** immediate results come about, and through which means immediate results, in turn, translate into medium and long-term results. Outputs are important only as a means to an end, i.e. it is the uptake of outputs (or: the result of the use of the outputs) that matters. Pro-poor approaches thus require a focus on outcomes (the results of the use of outputs in a medium term perspective) and on impact (the longer-term effects of outputs). The Millennium Development Goals (MDGs) serve as a strong reminder of the fact that poverty reduction cannot be measured without adhering to RBM and without monitoring outcomes/impacts.

Contributions to poverty reduction

Findings from evaluation reports show that UNIDO projects and programmes do contribute to poverty reduction, or hold strong potential to contribute to poverty reduction. Contributions to poverty reduction were intended as well unintended – direct as well as indirect. There are positive findings on contributions - or potential for contributions - to poverty reduction in programmes/projects not stating poverty alleviation as an explicit development objective as well as in programmes/projects having poverty alleviation as an explicit objective. In a few

cases, intended contributions to poverty reduction did not materialise. Details on findings on contributions to the various dimensions of poverty are found in section 3, and Annex 5 provides a set of matrices summarising findings from the review of each evaluation.

Most often, the direct and intended contributions were within the *economic dimension* of poverty, which is to be expected given UNIDO's three thematic areas: i) poverty reduction through productive activities, ii) trade capacity building and iii) environment and energy. Contributions to creating jobs and increasing income are the most common findings.

UNIDO programmes/projects in general hold strong potential to contribute to the *human dimension* of poverty through paying attention to occupational safety and health issues – opportunities which are, however, largely missed or not reported on. One good example was beneficiary companies introducing new human resource management techniques, including workplace health and safety related improvements.

Contributions within the *political dimension* are related to strengthening consumer voice and capability to influence public policies and priorities, i.e. the demand side of for instance cleaner production. The thematic evaluation of SMTQs notes that there is an un-measured, but probably strong, relationship between poverty, consumer voice and standards. There is a good example of a SMTQ project in which strengthened consumer awareness and consumer voice has become a priority of the government.

Several UNIDO projects/programmed contributed to the *socio-cultural dimension*, in particular through applying transparent and objective beneficiary selection processes, and thus enhancing social inclusion. The SMTQ thematic evaluation concludes that the way in which host and counterpart institutions reaches out to and involves key stakeholders before, during and after implementation is crucial. Several UNIDO post-crisis rehabilitation programmes/projects were found to have applied transparent beneficiary selection processes – of benefitting companies as well as of individual beneficiaries.

Evaluation findings point to a few contributions to enabling people to withstand economic and external shocks (*protective dimension*). There were, however, also findings indicating that projects/programmes risks contributing to a potential and undesirable dependence on sectors vulnerable to external shocks.

Several projects and programmes have directly targeted women. It was, however, also noted that in other projects/programmes *gender equality* was not addressed. Gender is rarely mainstreamed into projects and related reports and results are generally not gender disaggregated.

The programmes/projects within the environmental thematic area all aim at directly contributing to improving the *environment*. However, it has been difficult for evaluations to find proof of such effects. On the other hand, there are good examples of environmental mainstreaming.

Opportunity gaps

The analysis of the findings from reviewing the evaluation reports points to 'opportunity gaps'. Firstly, positive contributions to poverty reduction cannot always be credibly communicated due to lack of monitoring. To communicate in a credible way, claims of result muse be verified, thus calling for systematic monitoring against baselines, which is rarely in place. Secondly, there are missed opportunities to fully exploit the potential to contribute to poverty reduction, which largely stem from the inter-relationship of the poverty dimensions. The evaluations point to a tendency within UNIDO towards generic and at times somewhat narrow problem analysis. The linkages between causes and effects therefore tend to become weak, not capturing the contextual complexities and not acknowledging contextual synergies and/or trade-offs. The intervention logic consequently at times becomes inadequate, with development objectives being formulated in a sub-optimal way and several stating activities instead of development objectives.

A UNIDO analytical poverty framework

The empirical evidence from the review of the evaluation reports prompted an adaptation of the poverty framework to become more manageable and tailored to UNIDO's set of tools and activities. The proposed UNIDO analytical poverty framework retains all key poverty aspects, while enhancing environment as a dimension in its own and addressing gender as an integral part of the socio-cultural dimension. It further acknowledges that UNIDO's contributions to the political dimension are limited to strengthening the capabilities of poor women and men to voice their concerns as consumers, thus merging the political dimension into the socio-cultural.

UNIDO's combined set of methods/tools and activities provide a comparative advantage in contributing to multi-dimensional poverty reduction. To properly exploit this comparative advantage will, however, require a move away from traditional project action-oriented management. It will require an acknowledgement that there are several routes for contributing to poverty reduction and that each project/programme can contribute to one or several of the five poverty dimensions. To properly capture all potential effects – positive synergies as well as negative trade-offs – from each project/programme, an objective and cautious à priori assessment of causes and effects must be done. Thereby, the potential of projects/programmes within the thematic areas of trade

capacity building and environment and energy to contribute to various dimensions of poverty would also become visible.

More effective pro-poor approaches

There are several aspects to pay attention to in order to contribute to the *economic dimension* of poverty. To contribute to employment generation attention must be on the community level rather than limited to the direct beneficiaries. This follows from the fact that there are many aspects of the linkages between employment and poverty. The selection of which sector to support in for instance trade capacity building or SME support is of critical importance. The same goes for selection of technology to introduce/upgrade. ITPOs have the option of becoming more responsive to the demands and needs of the developing recipient countries in order to strengthen their contributions to poverty reduction. A different challenge is to ensure that successful results are not monopolised by the initial beneficiaries. This calls for a clear strategy from the outset of introducing pilots/demonstration projects.

Within the *human dimension*, health effects are likely to occur as direct or indirect effects from cleaner production, environmental and technology upgrading projects/programmes. CSR is an aspect to mainstream into for instance projects/programmes to strengthen competitiveness, upgrade technology and promote trade.

Within the *socio-cultural and gender dimension,* enhancing transparency in beneficiary selection processes should be paid stronger attention. Selection processes are elements of a number of UNIDO projects/programmes: e.g. technology upgrading with pilots, competitiveness strengthening, skills upgrading, trade and export promotion. Formulating and adhering to clear, objective and transparent selection criteria is crucial. Poverty is not gender neutral and gender equality deserves attention in all projects/programmes. Access to information, and thus how to disseminate information within projects/programmes, is another crucial aspect to which to pay attention. Public awareness raising and supporting consumer associations should be part of any SMTQ, cleaner production project and also be paid attention within ITPOs.

Contributions within the *protective dimension* relate to accepting that the industrial development entails risks for the more vulnerable groups of society, particularly in the immediate and shorter term. For instance improved competitiveness and technology upgrading might involve negative trade-offs in the short to medium term. Low skilled – and thus vulnerable – individuals and companies may be put at risk as a result of skills and technology upgrading interventions. Measures should therefore be taken to manage potential negative consequences. Pro-active steps could be taken to coordinate and link up with what is being done by other UN agencies and/or donors working more intensely

on protective poverty aspects. Including CSR measures/components will also contribute to enhancing social protection and thus reducing vulnerability.

The *environmental dimension* can be more efficiently supported through including measures to enhance the demand for cleaner environment in addition to working with persuading companies to introduce cleaner technology. Environmental attention should further be mainstreamed into all projects/programmes. Whenever a project/programme includes selection of beneficiary companies, environmental management standards should be one of the criteria for businesses to become eligible.

A country-specific problem analysis/mapping and/or value chain mapping is indispensable as a starting point for identifying proper objectives and proper methods/tools and activities to achieve the identified objectives, and thus to ensure solid intervention logic. Context specific assumptions and risks which are critical to achieving the set objectives must be identified and monitored to ascertain that project/programme outputs do contribute to producing the intended outcomes and impact.

Results monitoring

To be able to credibly communicate contributions to poverty reduction, results must be verified. This entails to clearly identify how and through what means immediate results (outputs) come about, and how and through what means immediate results in turn translate into medium and long-term results (outcomes and impact). It thus requires acknowledging that outputs are important only as a means to an end.

Indicators which properly reflect and measure the intended results (outputs as well as outcomes and impact) must be identified during the planning of each project/programme – and baselines against which to measure must be established.

Objectives which cannot be measured (and thus most likely cannot be achieved) should not be part of any project/programme. Assumptions and risks which are crucial to achieving set objectives shall be clearly identified and monitored.

Change process

The on-going work within UNIDO is a strong window of opportunity. ODG/EVA contributes pro-actively and constructively to demonstrating in practice how projects/programmes could become more pro-poor. Thematic evaluations provide another window of opportunity, as demonstrated by the recent thematic SMTQ

evaluation. In addition, there are individual initiatives to strengthen pro-poor approaches in UNIDO to build on.

Potential barriers to changing towards more pro-poor and results-based approaches do, however, exist. The current rather fragmented (compartmentalised) working style in UNIDO risks posing a difficult barrier to address. Another, frequently mentioned potential barrier, is the fact that UNIDO programme/project managers view themselves as constrained by donor agendas, and thus not being in a position to put themselves in 'the driver's seat'. A final potential barrier is staff incentive structures, which do, however, seem to be changing.

1

INTRODUCTION

1.1 Point of departure

UNIDO's long-term vision statement calls on UNIDO to profile itself as a competent, effective, efficient and professional organization, contributing to relevant international development objectives and in particular the Millennium Development goals (MDGs).[1] UNIDO is to use its comparative advantage to ensure value addition within the framework of the United Nations Development System.[2] Thus, contributing to poverty reduction is an overarching development goal for UNIDO.

In March 2008 the UNIDO Executive Board mandated the UNIDO's Evaluation Group (ODG/EVA) to develop a lessons-learned document to inform UNIDO stakeholders about the impact of UNIDO interventions on poverty reduction and to identify benchmarks and best practices, as well as weaknesses in the planning, monitoring and reporting systems, related to the validation of impact. Impact evaluation was one of the priorities under UNIDO's 2008/2009 Plan for the further organization-wide implementation of Results Based Management (RBM) and it is expected that the study will also contribute to the furthering of RBM.

The ODG/EVA study encompasses desk reviews in two steps: i) review of UNIDO evaluations carried out in 2008 and ii) review of UNIDO evaluations carried out in 2009. The study builds on the synthesised analysis of the findings from the two desk reviews.[3]

1.2 Desk reviews of the evaluations carried out in 2008 and 2009

1.2.1 Purpose and scope

As per the Terms of Reference (ToR), the purpose of the desk reviews is to extract information on results and impact in relation to the reduction of poverty and use the various dimensions of poverty. ODG/EVA previous and ongoing work

[1] UNIDO (May 2005): *UNIDO strategic long-term vision statement*, Report by the Director-General.
[2] See e.g.: UNIDO (November 2006): *Medium-term Programme Framework 2008-2011,* Proposals of the Director-General, Industrial Development Board, Vienna (p2).
[3] A Review Report of the first step has been produced: Andersen, Henny (2009): *What has UNIDO done to Reduce Poverty – Evidences from UNIDO Evaluations.*

on developing methodologies and tools for impact evaluations is to be fed into the reviews.

The reviews shall encompass a review and analysis of various dimensions of poverty and their possible relevance to UNIDO's projects/programmes. It shall seek to collect information on how poverty perspectives were mainstreamed in UNIDO project documents, final reports and evaluations and provides guidance on how the poverty perspective can be strengthened.

The ToR specifies that at times there may be little evidence of poverty reduction impact and, in these cases, the review consultant shall try to suggest how an impact assessment methodology could have been built in the design and implementation of the programme/project and suggested baselines, indicators, tools and methodologies that could have been used and, maybe even more important, could be used in future similar programmes/projects. The full ToR is attached in Annex 1.

The selection of projects/programmes to be included in the two desk reviews was given and covered the whole spectrum of UNIDO evaluations implemented in 2008 and 2009 respectively. However, for a few selected programmes/projects evaluation reports were not available during the time of the respective desk review. For these programmes/projects, progress reports and/or programme documents or Terms of Reference were consulted as available. Table 1 below provides a summary of programmes/projects included in the desk reviews and clarifies when documents other than evaluation reports were consulted. A full list of programme/project references is found in Annex 2.

Table 1: Programmes/projects in desk reviews 2008 and 2009

#	Programme/Project	Type of Evaluation	2008	2009
	Post Crisis Rehabilitation			
1	Iraq (cottage industries)	Project	X	
2	Indonesia (CSF)	Project	X	
3	Sierra Leone (seed money for IP)	Programme	X	
4	Uganda (multi-skills training; IP component)	Project		X
5	Iraq (micro-industries, livelihoods)	Project		X
6	Lebanon (livelihoods)	Project		X
7	Number of countries (thematic)	ToR (Thematic)		X
	Integrated Programmes (IP)			
8	Burkina Faso II (French)	Programme	X	
9	Ethiopia II	Progress Report [a)]	X	
10	Ghana	Programme	X	
11	Saudi Arabia	Programme	X	
12	Senegal (French)	Programme	X	
13	Uganda	Programme	X	
14	Uganda (Component of IP)	Project	X	
15	Ethiopia (Component of IP)	Project		X
16	Syria	Programme		X
17	Cameroun (French)	Programme		X
	Investment Technology and Promotion Offices (ITPO)			
18	Number of countries	Thematic	X	
19	Bahrain	Project	X	

20	Greece	Project	X	
21	China (Beijing)	Project		X
22	China (Shanghai)	Project		X
	International Technology Centres			
23	Italy (Science and High Technology)	Project		X
24	China, Beijing (Materials Technology Promotion)	Project		X
25	China, Shanghai (Information Technology Promotion)	Project		X
26	Turkey (Hydrogen Energy Technologies)	Project		X
	Cluster and Networking Development (CND)			
27	Peru	Project	X	
28	Nicaragua II (Spanish)	Project Document [b)]	X	
29	India	Project Review		X
30	Morocco	Project		X
31	Number of countries	Thematic		X
	POP Capacity Building			
32	China	Project	X	
	Cleaner Production			
33	Cambodia	Project	X	
34	Laos	Project	X	
	Global Mercury Project			
35	Number of countries	Project (Joint)		X
	Sustainable Industrial Resource Management			
36	Nicaragua (Spanish)	Project		X
	Combating Living Resource Depletion and Coastal Area Degradation			
37	Guinea	Project (mid-term)	X	
	Small Scale Hydro Power Projects			
38	Cambodia	Project document	X	
39	China	Project document	X	
40	Kenya	Project document	X	
	Standards, Metrology, Testing and Quality (SMTQ)			
41	Mozambique	Project	X	
42	Tanzania	Project	X	
43	Bangladesh, Bhutan, Maldives, Nepal	Project		X
44	Côte d'Ivoire, Senegal, Togo	Programme		X
45	Ghana	Project		X
46	Mekong Delta (Cambodia, Laos PDR, Vietnam)	Project		X
47	Sri Lanka	Impact		X
48	Lebanon	Project		X
49	Number of countries	Thematic		X
	UNIDO Institutional Development			
50	Field Mobility	Process		X
51	COMPID	Project		X
52	Cooperation Agreement UNIDO-UNDP	Terminal		X

[a)] Evaluation (2003) Phase I available
[b)] Evaluation (2001) Phase I available

1.2.2 Approach and limitations

Major steps: As per the ToR, the desk review encompassed the following major steps (further details on required methodology and review issues are found in the attached ToR, Annex 1).

A poverty analysis framework was formulated, drawing on recent work on poverty reduction methodologies, including impact-oriented documents developed by UNIDO, key UNIDO policies and strategies and the RBM Implementation Plan (a full list of documents consulted is found in Annex 3).

Discussions were also held with relevant PTC, OSL, PCF and PCM managers on their view on opportunities and constraints in the collection and dissemination of information on the impact of UNIDO's projects and programmes. A list of persons consulted is found in Annex 4.

A matrix, based on the poverty analysis framework, served to structure the systematic analysis. The 2008 and 2009 evaluation reports were reviewed to extract and categorize key impact-oriented findings, conclusions, recommendations and lessons learned. The findings from each reviewed programme/project evaluation report are summarised in a separate matrix (the set of matrices (52 in total) is found in Annex 5).

Based on an analysis of review findings, including a review of impact objectives, indicators and intervention theories used, gaps in the availability of poverty impact information are identified leading up to recommendations on how to ensure that more effective pro-poor approaches and impact aspects will be considered in future programme/project design and implementation.

ODG/EVA's previous and ongoing work on developing methodologies and tools for impact evaluations have been fed into the review.

A Note on Limitations: The review bases its main findings on a review of 2008 and 2009 independent evaluations and on interviews at UNIDO headquarters. It may thus be said that the review represents 'snapshots in time'. It has full coverage of evaluations carried out 2008 and 2009, but it is not assessed whether the 2008 and 2009 evaluations cover programmes/projects which are representative of UNIDO's overall portfolio. There may thus be limitations as to the extent to which findings can be generalised.

The 'time gap' also deserves to be kept in mind. The 2008 and 2009 evaluations relate to programmes/projects, which were formulated some 4-5 years ago. The findings and analysis of the desk review should therefore foremost be seen in a forward-looking perspective – a potential input for future planning and design processes. It is possible that more recently planned programmes/projects differ in approach and design based on more recent best practices.

The analysis of the desk review is limited to evidences which are relevant from a poverty reduction and pro-poor perspectives and takes the programmes/projects as a 'given point of departure'. The desk review does therefore not include any assessment of whether or not a specific programme/project (or its components) is

relevant and adequate within the UNIDO mandate or within a specific country context. The issue of programme/project (and financial) management also falls outside this desk review. The desk review in other words looks at the 'how' perspectives rather than the 'what' issues.

2

POVERTY ANALYSIS FRAMEWORK

The understanding of poverty applied in the desk reviews is multi-dimensional and based on the OECD interpretation, which in turn represents the result of intense and joint donor work over several years.[4] Key features of this multi-dimensional understanding of the 'nature' of poverty and its relation to results-based management (RBM) and the Millennium Development Goals (MDGs) – both issues to which UNIDO is strongly committed - are briefly discussed below.[5]

2.1 Multiple poverty dimensions

The multi-dimensional nature of poverty is captured in five dimensions (economic, protective, political, socio-cultural, and human).

Box 1: Defining poverty: the core dimensions

Economic capabilities mean the ability to earn an income, to consume and to have assets, which are all key to food security, material well-being and social status.

Human capabilities are based on health, education, nutrition, clean water and shelter. These are core elements of well-being as well as crucial means to improving livelihoods.

Political capabilities include human rights, a voice and some influence over public policies and political priorities.

Socio-cultural capabilities concern the ability to participate as a valued member of a community. They refer to social status, dignity and other cultural conditions for belonging to a society.

Protective capabilities enable people to withstand economic and external socks. Thus, they are important for preventing poverty. Insecurity and vulnerability are crucial dimensions of poverty with strong links to all other dimensions.

Source: OECD Poverty Reduction, The DAC Guidelines, 2001

[4] OECD (2007): *Promoting Pro-Poor Growth: Policy Guidance for Donors,* Paris. It is composed of five parts: i) Key Policy Messages; ii) Private Sector Development; iii) Agriculture; iv) Infrastructure; v) Harmonising *ex ante* Poverty Impact Assessment.

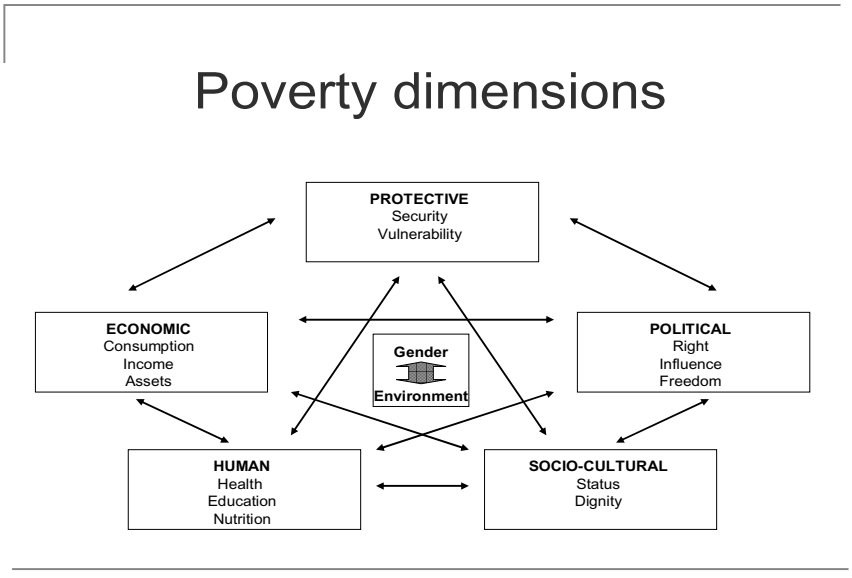
[5] Different understanding of the 'nature' of poverty may lead to different analysis and interpretation of findings in the 2008 and 2009 UNIDO evaluation reports as well as different perspectives on pro-poor way forward in UNIDO interventions.

As illustrated in Figure 1 below, all five dimensions are inter-related and in addition influenced by two cross-cutting themes (environment and gender). This inter-relationship between the different dimensions implies that there may be synergies, i.e. positive effects in one dimension may reinforce the effects in another dimension, or vice versa. On balance, the positive effect on poverty may thus be stronger than what is seen from one dimension in isolation. An obvious example would be that improved health (human dimension) is likely to increase the positive effect of improved economic opportunities (economic dimension), and the opposite.

However, the inter-relationship also runs in the opposite direction, i.e. there may be important trade-offs, implying that on balance, the overall effect on poverty may be negative even though it seems positive when looking at the effects on one specific dimension in isolation. One example would be that project beneficiaries receiving e.g. training will find jobs, but that this occurs at the expense of (crowding-out of) other, possibly equally vulnerable groups not benefiting from the training opportunities offered by the project or programme.

There are also *trade-offs seen over time*, between poverty dimensions and/or within one single dimension. One example would be industrial restructuring which may be expected to lead to positive effects on employment in a longer-term perspective while it may cause increased unemployment in the short- to medium-term in some groups. This short- to medium-term risk thus contributes to increasing vulnerability (protective dimension of poverty) unless specific measures are taken to counteract such short- to medium-term negative effects.

Figure 1: Multi-dimensional poverty



Source: OECD Promoting pro-poor growth (2007)

In effect, each individual programme/project is likely to cause several effects - *intended* and/or *unintended* and *direct* and/or *indirect*. What matters from a pro-poor perspective is the ***combined result*** looking at all poverty dimensions. Such

a ‘combined-results-based’ view is also reflected in the agreed targets to monitor progress towards achieving the MDGs (see further section 2.3 below).

2.2 Results-based management and poverty reduction

The insistence of the Paris Declaration on increasing results orientation is a direct response to what is understood as a less successful action-based management perspective in aid that makes input and output the point of departure for intervention design and management. The OECD/DAC working group on Managing for Development Results explains the shift required to achieve increasing results orientation in development assistance by saying that what is needed is a change of *mind-set*, and continues “instead of starting with the planned inputs and actions and then analyzing their likely outcomes and impacts, results-oriented staff focus on the desired outcomes and impacts (for example, on poverty reduction) and then identify the inputs and actions needed to get there”.[6]

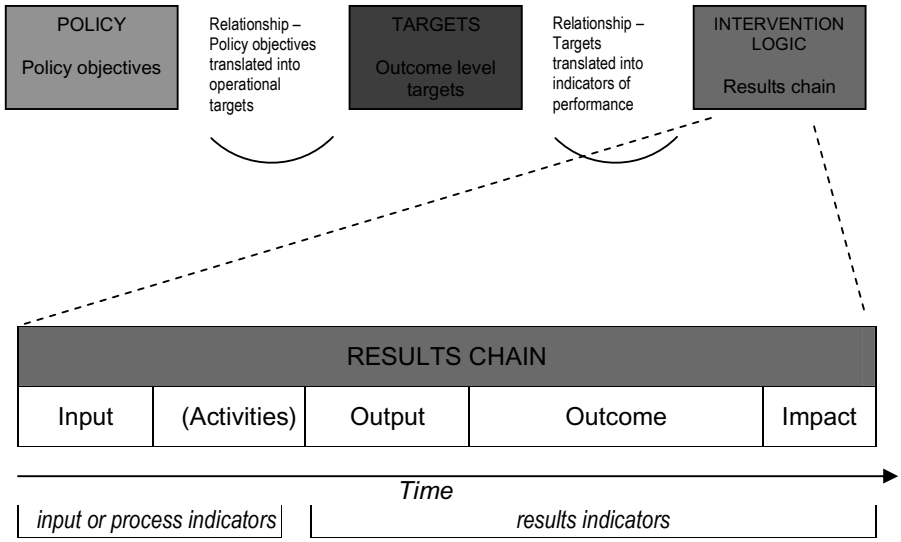
Results-based management (RBM) is not only about indicators and results. Performance information does not exist in a void, nor can it be made to explain anything without an overall point of reference. That point of reference – from which results indicators are derived and against which they can be analysed – is policy. It is from policy that one can obtain the ultimate *objectives* of what to do. In results-based analyses and management, it is *key to translate policy into concrete targets and results information* that enable monitoring of progress towards set policy objectives.

Results-based management integrates policy, strategy, people, financial resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning and changing, and reporting performance. *Performance information* means not only something explaining “what the results are”, but a more elaborate and analytical account of the entire results-chain (represented in Figure 2, next page). That is, performance information includes an account of *how* and through *what means* immediate results come about, and then in turn *how* those *immediate results translate into medium and long term results*.

The key exercise in creating a strategic results framework is carried in the *inter-relationships between the three boxes:’ policy’ –‘ targets’ –‘ intervention logic’*. The policy objectives are converted into operational, i.e. measurable, targets (between the first two boxes: ‘policy’ – ‘target’). The MDG targets are such targets on a global level saying that by the year 2015, this and that shall be achieved (see further in section 2.3 below).

[6] OECD/DAC (2005): *Managing for development results principles in action: Sourcebook on emerging good practice*, principle 4 p. 12-13.

Figure 2: Strategic results framework – with the elaborated 'intervention logic'



Similarly, targets must then be translated into indicators of performance in a geographical or project context. This analysis can and should take place at least at two levels. In any given country/region, an overall analysis determining what sectors and target areas are prioritised should be carried out with a point of departure in overall policy objectives and related targets. The subsequent analysis should be carried out for the respective sectors chosen in the overall analysis. And most importantly, there *must be a link between contribution level outputs and outcomes related to the original policy or strategic objectives.* What unfolds from the 'intervention logic' (far right box) of the strategic framework is then the *results chain* - a chain of events over time which is relatively uncomplicated and which can be applied to all forms of development co-operation.

The results chain elaborated in Figure 2 is illustrative of the *basic analytical approach of RBM*, which is different from the action-based approach predominantly employed in development assistance. In the less successful action-based management perspective one moves from left to right in the results chain in Figure 2. In RBM one instead *moves from right to left*, i.e. the starting point is the desired results (outcomes and impacts) and the intervention is then designed to ensure that its processes, products and services contribute to the achievement of these desired results.

RBM thus implies *a strengthening of project management accountability* for results. A project/programme outcome should be formulated in such a way that outputs can be attributable to its fulfillment and project/programme managers should be responsible for the outcomes formulated. Therefore, monitoring against baselines is an indispensable prerequisite for RBM. Monitoring is needed to verify whether formulated objectives are achieved or not and objectives which cannot be achieved should not be part of any project or programme.

In conclusion, a pro-poor focus is closely related to RBM. Outputs are important only as a means to an end, i.e. it is the uptake of outputs (or: the result of the use of the outputs) that matters. Pro-poor approaches thus require a focus on outcomes (the results of the use of outputs in a medium term perspective) and on impact (the longer-term effects of outputs). Any programme/project must take close account of external contextual factors in order to ascertain that project/programme outputs do contribute to producing the intended outcomes and impact. This requires cross-analysis, clearly established causal links as well as monitoring against baselines.

2.3 MDGs – Outcome/impact at core

In its long-term vision, UNIDO emphasises the importance of contributing to the achievement of the MDGs.[7] The targets used for monitoring the progress towards achieving MDGs are all examples of outcome/impact indicators – that is monitoring the uptake of outputs (or the combined effects of outputs). The MDGs thus represent a strong reminder of the fact that poverty reduction cannot be measured without adhering to RBM and without monitoring outcomes/impact.

The different targets for MDG1: *Eradicate extreme Poverty and Hunger* (included in Box 1 for easy reference) will serve to illustrate and exemplify the importance of inter-relationship between various poverty dimensions and the important value of cross-analysis to measure progress towards poverty reduction. (Importantly, the examples discussed below in this section are intended to exemplify and it must be noted the examples discussed below do ***not*** constitute an exhaustive list of possible examples related to MDG1. Equally, similar examples could also be provided for other MDGs).

From the MDG1targets immediately follows that national averages (e.g. growth per capita) are not sufficient measurements of progress towards achieving MDG1. It thus also follows, for instance, that trade and economic *growth per se* will *not automatically contribute* to the achievement of MDG1. To contribute to reduce the proportion of population below $1 a day, trade and economic growth will have to benefit the population segment which lives on less than one dollar a day. To contribute to closing the poverty gap ratio, and to increase the share of the poorest quintile in national consumption, trade and growth will need to benefit the poorer more than the less poor. Trade and economic growth thus *needs to be pro-poor*.

To be pro-poor, trade and economic growth need to bring about increased employment and/or earnings for the poor. In addition, to contribute to MDG3, they need to benefit women to at least to the same extent as men (share of women in

[7] The importance of contributing to MDGs is also re-emphasised in: UNIDO (November 2008): *Industrial development for poverty reduction, inclusive globalization and environmental sustainability,* Medium-term programme framework 2010-2013, Comprehensive proposals of the Director-General, Addendum, Industrial Development Board, Vienna (in which it is indicated that MGGs #1, #3, #7 and #8 are seen as particularly relevant to UNIDO's thematic areas).

Box 2: MDG1: Eradicate Extreme Poverty and Hunger

Target 1.A:
Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day
1.1 Proportion of population below $1 (PPP) per day
1.2 Poverty gap ratio
1.3 Share of poorest quintile in national consumption

Target 1.B:
Achieve full and productive employment and decent work for all, including women and young people
1.4 Growth rate of GDP per person employed
1.5 Employment-to-population ratio
1.6 Proportion of employed people living below $1 (PPP) per day
1.7 Proportion of own-account and contributing family workers in total employment

Target 1.C:
Halve, between 1990 and 2015, the proportion of people who suffer from hunger
1.8 Prevalence of underweight children under-five years of age
1.9 Proportion of population below minimum level of dietary energy consumption

Source: www.mdgmonitor.org (An Initiative of the United Nations)

wage employment in the non-agricultural sector is a target of MDG3 on gender equality). Faster growth may also facilitate a process to change allocation of public expenditure to increase income transfer to the poor – but this cannot automatically be taken for granted. It must be remembered that faster growth may facilitate this process but it is neither necessary nor sufficient for this to happen. For it to happen, political will and a well-functioning public financial management system need to be in place.

From the MDG1 targets also follows, that a programme/project cannot limit its monitoring to its direct beneficiaries, but need to take a broader view and undertake certain cross-analysis. To contribute to improving the employment-to-population ratio *additional* productive employment opportunities must be generated. It will thus not suffice for a programme/project to demonstrate that its immediate beneficiaries find jobs, but it needs to demonstrate that these immediate beneficiaries find jobs without marginalising (or crowding out) other possibly equally or more vulnerable groups in society. Or conversely, if the direct beneficiaries gain at the expense of other groups, it needs to demonstrate that on balance the gains of these beneficiaries exceed the loss of those marginalised, and in addition to demonstrate that measures are taken to cushion the negative effects of those marginalised in order not to push them into deeper poverty.

Likewise, from the MDG1 targets follow that export promotion will not automatically contribute to the achievement of MDG1. So may, for instance, export promotion of agro-processed goods contribute to employment generation while it also decreases the domestic availability of affordable food, and thus potentially the increase of underweight children under-five years of age or the proportion of population below minimum level of dietary energy consumption. Again, cross-analysis is required to ensure that the *effects* on poverty reduction are *positive on balance*.

3

CONTRIBUTIONS TO POVERTY REDUCTION: FINDINGS

Each of the selected evaluation report was systematically reviewed within the framework discussed above (section 2.1.) in order to assess pro-poor approaches and effects on poverty reduction. The findings from each reviewed programme/project evaluation report have been 'categorised' as per the five poverty dimensions and the two cross-cutting themes discussed above (see Figure 1) and have been summarised in a matrix (the total of 52 matrices are found in Annex 5). In addition, a brief summary of findings on results monitoring is provided in the matrices.

The findings on UNIDO contributions to poverty reduction are discussed below including identifying scope for strengthening pro-poor approaches, and thus strengthening the potential for effects on poverty reduction. How to move forward is then discussed in more detail in the following chapter (Chapter 4).

3.1 UNIDO thematic areas and multi-dimensional poverty

UNIDO has three thematic focus areas: i) poverty reduction through productive activities; ii) trade capacity building; and iii) environment and energy. This desk review takes the three thematic areas and their contents as a given – i.e. the discussion in this review will not be about what UNIDO should or should not do – but will focus around how UNIDO might strengthen its pro-poor approach in whatever it is doing. Taking a pro-poor approach implies paying attention to ***how*** any specific intervention is designed and implemented in practice.

Out of UNIDO's three thematic areas one explicitly reaffirms poverty reduction as the development goal whereas the other two do not mention poverty alleviation in addition to the overarching mandate of UNIDO (as expressed in its long-term vision 2005-2015). There seems to be certain 'confusion' - or differing views - within UNIDO on how to interpret the overarching poverty reduction goal in relation to trade capacity building and environment and energy.[8] To address this

[8] The impression from discussions - in January 2009 and again in July 2010 - at UNIDO headquarters in Vienna is that the understanding of poverty and the understanding of requirements to pay attention to poverty dimensions for programmes/projects varies rather considerably between UNIDO staff working on the different thematic areas.

ambiguity, UNIDO would need to clearly spell out to what extent it is a requirement to take pro-poor approaches into account also for trade capacity building and environment and energy programmes/projects.[9]

A second reflection is that environment is one UNIDO thematic area whereas from a poverty reducing perspective it is also a cross-cutting issue. This implies that while improving the environment may be the direct objective in programmes/projects, environmental interventions should not be viewed in isolation from potential effects on one or several other poverty dimensions, effects, which may be intended or unintended, direct or indirect. And vice versa, a pro-poor approach would require all programmes/projects to integrate environmental concerns, i.e. i) how does environmental issues affect the programme/project, ii) how does the programme/project affect the environment, and iii) how can the programme/project reduce negative environmental effects and contribute to the improvement of the environment?

It does in this respect also deserve to be mentioned that gender is another aspect to be mainstreamed in all programmes/projects – even though it is not a thematic area in itself. Gender equality concerns all dimensions of poverty, because poverty is not gender-neutral. Thus, the three questions listed above for the environment should be asked also in relation to gender. These two cross-cutting themes must in addition be 'cross-mainstreamed' – i.e. when for instance assessing what an environmental programme/project can do to reduce negative environmental effects it should be assessed if potential negative impact affects women and men equally and if a specific measure will have positive a impact on women and men alike. Given the different roles for women and men in most societies, it is likely that effects will differ between men and women.

3.2 The poverty dimensions: findings from 2008 and 2009 evaluations

The chosen thematic areas have implications regarding the extent to which a specific poverty dimension is directly relevant. In addition to intended effects on poverty there may, however, also be indirect and possibly unintended effects. Further, it may be that even though there was an intention to contribute to poverty reduction this may not have been the result.

A synthesised assessment of findings on UNIDO contributions to poverty reduction follows below (the detailed findings from the review of each programme/project are found in the set of matrices in Annex 5).

[9] It may also be that renaming the first thematic area to become 'productive capacity building' - thus putting it on more equal footing with the other two thematic areas - might be a simple but useful measure to take.

3.2.1 Economic dimension

Most findings in the evaluations on contributions to poverty reduction relate to the economic dimension. Contributions to creating jobs and increasing income are the most common findings. This was assessed to have happened among the target groups and beneficiaries in e.g. Iraq, Indonesia, Uganda, and Lebanon as well as in Peru although with differing success. In Iraq one project (cottage industries) was found to have created jobs and to have increased incomes. The evaluation of the micro-industry project in Iraq noted that incomes generally had increased or were expected to increase for individual project beneficiaries while the supported production group's prospects for expansion was assessed to vary considerably. In Uganda (multi-skills training) the evaluators found a steep increase in income for graduates and in Lebanon it was assessed that a significant number of jobs were produced and expected to further increase in client companies. In Ghana it was found that human assets had been strengthened through improved skills and entrepreneurship. Yet another example is Sierra Leone, where findings pointed to imparted skills and increased production and value added processing for targeted beneficiaries, although a limited number.

In the cleaner production projects in Cambodia and Laos, industrial efficiency and productivity was found to have increased which was assessed to have indirectly contributed to MDG1.

The ITPOs were generally found to have the potential to contribute to UNIDO's objective of poverty reduction through productive growth and adding value by achieving specific investment and technology-oriented results, even though this was not always documented and thus not always known. In Bahrain, the ITPO directly contributed to employment generation. In the evaluation of ITPO Beijing it was on the other hand concluded that given the size of the Chinese economy it cannot be expected that the ITPO Beijing can play a critical role in investment promotion. The ITPO Beijing should rather be seen as pioneering new concepts and ideas and as contributing to capacity building. It was therefore recommended to extend outreach to the poorer Western and North Eastern regions

CND India was assessed by the evaluators to have had a stronger emphasis on poverty alleviation than other UNIDO CND initiatives outside India. Effective contributions to poverty alleviation are said to have been found (no validation of findings provided though).

The SMTQ in Ghana was assessed to have had contributed to MDG1 by creating more jobs and the SMTQ in Lebanon to have contributed to MDG1 by creating more jobs through facilitating export-oriented industrial development. The thematic SMTQ evaluation found that it is important to undertake careful needs assessment considering the contribution of certain sectors to the national income, labour creation, poverty reduction, strategic importance etc. It was further noted that decisions on technical coverage at project design often seem to be related to factors other than a clearly identified need.

On the contrary, there are, however, also examples where contributions to the economic dimension (such as employment generation) are stated as the objective but where the evaluations found no such effects (e.g. Mozambique and Tanzania on reducing technical barriers to trade). For these two projects, it was instead concluded that pro-poor and gender orientations were not addressed.[10] Another example is China and support to small-scale hydropower. The desk review of the project document finds no discussion on causes-effects and how contributions to poverty reduction through productive uses will actually result from the project activities (no evaluation is yet available for this project). Employment creation was to be assessed within a component of the integrated programme in Ethiopia, but no information was gathered to show the achievement.

Findings of effects were generally not gender disaggregated. In no case were general findings on effects gender disaggregated. In few cases (Iraq and Uganda) the numbers of participating women and men are clearly stated. Employment and income effects are gender disaggregated in only one evaluation (Uganda). It is thus not possible to see whether women benefited to the same extent as men. This would be an important aspect in promoting gender equity, particularly given that in both Iraq and Uganda women were trained in traditionally female-dominated areas which most likely are less profitable (see further gender dimension, section 3.2.6).

3.2.2 Human dimension

In some evaluations it is noted that the objective has included contributions to the human dimension but that this was then not followed through. There are several ways in which UNIDO's programmes/projects hold the potential to contribute to the human dimension of poverty - opportunities which are, however, largely missed or not reported on.

One case is Ghana where awareness of mercury health hazards to workers and the general population was raised but recommendations to address these problems were not implemented. The global mercury project on the other hand generated baseline information on health status which the evaluators found helpful. It is also assessed that the global mercury project was unique in the integration of health, ecological, technical, economic, and policy concerns in community development.

In Syria the evaluators noted that insufficient attention was being paid to occupational safety and health issues in pilot companies. A good example was found in Lebanon (livelihoods and economic recovery) where some enterprises introduced new human resource management techniques, including workplace health and safety related improvements.

To protect human health is the long-term objective of the POPs-related support to China and is also of direct relevance to some segments of the population (those

[10] The objective of Aid for Trade specifically mentions to promote growth, development and poverty reduction, and one guiding principle is to take full account of the gender perspective, see: WTO (July 2006): *Recommendations of the Task Force on Aid for Trade,* WT/AFT/1 (p 3).

at risk through direct exposure to the POPs chemicals). It is, however, not further followed or monitored. Another example is the identification of occupational health and safety as an objective in support of cleaner production in Cambodia and Laos which was also not followed through.

In Ethiopia the objective includes to improve the nutritional status in impoverished communities but with no follow-up. The integrated program in Burkina Faso included awareness raising about the importance of nutrition for young children but no evidence was gathered to follow up whether it resulted in increased nutritional intake.

The thematic evaluation of CND finds that UNIDO is pursuing development-related objectives such as corporate social responsibility (CSR) through its CND projects. It does not spell out which aspects of CSR but in the evaluation of CND India the evaluators point to the potential of consortia to put more emphasis on CSR practices at the workplace.

The thematic evaluation of SMTQs notes that by focussing on export food sectors and ignoring domestic food safety, SMTQ projects might be promoting a dualistic domestic food safety structure: one that accepts food safety risks in return for cheap food on the local market but complies with the high standards required by developed economies. It is assessed that protecting the domestic population from harm through miss-selling does not seem to be particularly strong drivers of quality infrastructure.

3.2.3 Political dimension

UNIDO programmes/projects were found to have contributed to - or to have the potential to contribute to - the strengthening of consumer voice and capability to influence public policies and priorities. Awareness in the general public was assessed to have improved on POPs in China and on cleaner production in Cambodia and Laos, although no solid evidence was provided to support the findings in neither case.

In the SMTQ evaluations of Tanzania and Mozambique it was assessed that pro-poor and gender orientation was not addressed. In the evaluation of SMTQ in the Mekong Delta it was noted that inputs to important elements such as strengthening consumer associations, public awareness rising were not included. In the SMTQ for Togo, Côte d'Ivoire, Senegal there was a strengthening of the 'demand side' through broadcasting, quality award scheme for enterprises, but no activities to strengthen consumer associations. Within the SMTQ for Bangladesh, Maldives, Nepal, Bhutan it was found that strengthened consumer awareness and consumer voice had become a top priority of the new government of Maldives who conducted media campaigns. The evaluators of the Lebanon SMTQ noted that SMTQ benefits especially poor consumers who rely on cheap products. There is however no evidence to substantiate that the project being evaluated had produced such benefits for poor consumers.

The thematic SMTQ evaluation in 2009 concluded that there is an un-measured, but probably strong, relationship between poverty, consumer voice and standards. It noted that the demand for quality is probably a highly relevant, but undervalued, element of SMTQ projects. The SMTQ projects are missing the need to include consumers and domestic companies in order for them to become more aware of quality, e.g. through supporting consumer lobbies, provision of information within structures of education, and information directed to small companies, etc. It was pointed out that quality conscious societies have mechanisms for consumers to be protected and to feed their views into quality policies whereas the concept of consumer rights is relatively new in developing countries but is gaining credence. The poor, who have less ability to make economic choices, are disproportionately punished by substandard products. This poverty aspect of SMTQ is little understood and deserves more attention and research.

3.2.4 Socio-cultural dimension

Not being allowed to participate – social isolation - is a hampering factor when it comes to the individual's capability to move out of poverty. UNIDO post crisis rehabilitation programmes/projects were found to have contributed to enhanced social inclusion through transparent beneficiary selection processes. In Iraq (cottage industries) it was assessed that the transparent beneficiary selection process had contributed to strengthening social capital.

In Indonesia (CSF) it was assessed that strong efforts were made with clear selection criteria but that the effect was somewhat limited as the transparency was not present in the final application of the set criteria.

In Uganda (multi-skills training) it was noted that there had been requests for closer involvement of the beneficiary population to increase transparency and local ownership. An elaborate trainee selection process has contributed to trainees having gained in stature and better integration in their communities.

In Lebanon (LAISER) it was assessed that an impartial and transparent selection process of benefitting companies had been instrumental for successful creation of significant number of new jobs. The evaluators noted that there had been substantial external pressure not to use the impartial selection criteria and further noted that as this project included 'freebies' it had been all the more important to resist undue pressure in the selection of companies to be included.

Within the SMTQ in Togo, Côte d'Ivoire, Senegal transparent and systematic selection processes for enterprises participating in pilot projects for QMS certification were found to be in place. The thematic evaluation of SMTQ noted that the way that the host or counterpart institution reaches out to, or includes, other actors is crucial for projects (inclusion in this context referring to the way that an organisation or project reaches out to and involves key stakeholders before, during and after implementation).

3.2.5 Protective dimension

Evaluation findings point to a few contributions towards enabling people to withstand economic and external shocks. One example is Sierra Leone where focus was put on staple food commodities and food security.

In Uganda (SKIPI) focus was on ensuring the integration of ex-combatants and reducing the vulnerability of ex-combatants and their families. The evaluators point to the importance of only teaching hands-on, directly applicable, skills and to the importance of thorough demand analysis to ensure that the selected prioritised professions are in demand.

In the Iraqi micro-industry project the use of multi-dimensional vulnerability criteria (as opposed to single dimension of household income) for objective and transparent overview of eligibility of individual beneficiaries was assessed to have contributed to reduced vulnerability in addition to increased incomes. The evaluators recommended that all upcoming micro-industry projects should adopt the multi-dimensional vulnerability criteria associated with the beneficiary selection.

For CND in India the evaluators found that the project focuses on corporate social responsibility (CSR) promotes improved social security and health insurance. The thematic evaluation of CND also finds that UNIDO is pursuing development-related objectives such as CSR through its CND projects.

In one evaluation (export consortia in Peru) it was noted by the evaluators that export operations in general offer good potential for contributing to poverty reduction, but can produce adverse effects, such as socially undesirable dependence on sectors vulnerable to external shocks, and thus potentially exposing the beneficiaries to increased vulnerability. The evaluators note that in this respect it is therefore needed to better demonstrate the role and effects of export consortia within local production systems of clusters.

3.2.6 Gender

Several evaluations conclude that the programme/project being evaluated has specifically targeted women in its activities. In other evaluations it was, however, noted that the issue of gender equality was not addressed.

Women were found to have been targeted and empowered in Ghana and Iraq (cottage industries). In the micro-industry project in Iraq it was noted that women-headed households/widows were among core project beneficiaries and that a majority of trained beneficiaries were women. Pro-active steps were taken to facilitate women's participation such as locating training facilities in close geographical proximity to targeted communities, which is particularly important to women.

In Uganda there was a clear focus on women in some components of the integrated programme and pro-active measures were taken to facilitate for

women to participate in activities. It was assessed that 30% of directly impacted people were women in the multi-skills training component of Uganda. Women generally doubled their income, while men generally tripled it. It was however also noted that the intended gender-sensitive approach did not materialise in another component of the integrated programme.

In the Burkina Faso integrated programme women were targeted for training in fruit processing but there is no proof of effects following the training. In Senegal it was noted that the enterprise level included many women run businesses.

In Saudi Arabia (IP) it was assessed that work to diversify the economy and create employment would benefit above all new entrants to the labour market, namely youths and women. The ITPO work in Bahrain has contributed to an increasing number of women entrepreneurs.

In Syria the evaluators noted that the design of the integrated programme did not explicitly address social safeguards such as gender equality or social equity. It was noted that there was a good gender balance in the Upgrading Unit itself while gender balance among international experts was not so good. It was further noted that women employed were allocated support tasks in the production chain with few women in other positions.

In Lebanon (LAISER) women accounted for close to one third of the trainees which was assessed as being an achievement as many trades are traditionally dominated by men.

For the SMTQ in Mozambique and Tanzania it is specifically noted by the evaluators that gender is not addressed. The SMTQ thematic evaluation notes that it is not uncommon for governance bodies not to reflect the normal gender distribution of an economy. These signs of disfunctionality include inadequate gender balance especially among senior staff.

As discussed above (economic dimension, section 3.2.1) gender is rarely mainstreamed into projects and related reports, and results are generally not gender disaggregated.

3.2.7 Environment

The programmes/projects within the environmental thematic area all aim at directly contributing to improving the environment. However, it has been difficult for evaluations to find proof of such effects. In for instance China (POPs) no objectives and outcomes of demonstration projects were identified and thus it was not possible to measure environmental effects. Similarly in the cleaner production projects in Cambodia and Laos: no expected outcomes were identified and it was thus not possible to assess whether the outputs did lead to environmental improvements.

There are examples of environmental mainstreaming in some programmes. The Integrated Programme in Indonesia is for instance assessed as having

contributed to phasing out of POPs. In the Integrated Programme for Uganda environmental sustainability has been integrated and contributions to energy and raw materials savings have been found.

The ITPOs are paying increasing attention to green industry and the ITPO in Greece is found to have promoted green technology and energy efficiency while the ITPO in Beijing has worked to support CDM and green industrial parks. The ITPO in Bahrain is assessed as supporting UNIDOs efforts in phasing out POPs, combating climate change, promoting industrial energy efficiency and renewable sources of energy, although no evidence is provided due to weak results-based approach.

Among the ICs it was assessed that ICM Beijing carries out many activities in the area of energy efficiency.
The small-scale hydro power project in Kenya was assessed to hold the potential to decrease negative environmental consequences of current trends in usage of energy but this was not included as an expected result.

In Syria it was noted that only 50% of the beneficiary companies considered environmental management assistance important. In Lebanon on the other hand environmental assessments were part of the selection of beneficiary enterprises.

The global mercury project aimed at introducing cleaner technologies (although the extent of success is not known).

For CND India it is noted that the practices within CND projects have developed towards including energy efficiency. The CND thematic evaluation also notes that CND pursue development-related objectives such as environmental management (energy efficiency and cleaner production). The issue was however not further substantiated in the two evaluations. There are, however, also examples where potential environmental degradation is cautioned against by the evaluators (see e.g. export consortia in Peru).

3.2.8 Summary assessment of contributions to dimensions of poverty

As seen above there are findings in several evaluations which clearly point to contributions to poverty alleviation. In other cases the evaluations have concluded that there is good potential for contributing to poverty alleviation. Most often, direct contributions are within the economic dimension which is to be expected given UNIDO's three thematic areas.

It is noted that positive findings on contributions/potential for contributions to poverty reduction are found in programmes/projects not stating poverty alleviation as an explicit development objective as well as in programmes/projects having poverty alleviation as an explicit objective.

A more in-depth assessment of the presented positive findings on contributions to poverty reduction does, however, point to scope to strengthen pro-poor approaches.

Subject to reservations

Several positive findings are subject to reservations, which explicitly or implicitly point to gaps in programme/project pro-poor approaches. Examples include the findings in Iraq where the beneficiaries were provided tool-kits for free, some of which were sold by some of the beneficiaries as they could not afford to start the intended small-scale businesses. Another example is the potential socially undesirable dependence on sectors which are vulnerable to external shocks which might increase vulnerability and thus off-set potential positive effects (Peru). In Sierra Leone it was found that the growth centres were heavily subsidised and thus risked having negative effects on the business development service market and private sector development. In the Meta evaluation of ITPOs it is concluded that insufficient emphasis is placed on ITPOs as instruments of development aid rather than institutions promoting outbound investment per se.

Compartmentalized projects - Limited synergies and cross-analysis

The Integrated Programmes (IPs) provide an opportunity to achieve synergies between various programme components. In a pro-poor context this would then provide an opportunity to design a programme where outputs from the various components mutually reinforce the outputs from others in order to achieve the development objective (i.e. intended outcomes). It would thus provide an opportunity to undertake and apply a cross-analytical approach at the programme/project formulation stage.

There are also examples of programmes, which have been assessed to be truly integrative, one example being Uganda IP II. However, the majority of the integrated programmes are found in the evaluations to rather represent a collection of individual projects with limited attention paid to whether these projects will be mutually supportive or not or have common objectives. In addition, there are several cases where ambitious programmes have been planned without securing financing. As financing did not materialise, the individual components which did receive finance were implemented, however, without reviewing whether they remained relevant and adequately designed, or needed to be adjusted, given that the other components would not be implemented. The dispersed nature of coordination among project managers within UNIDO contributed to sub-components moving as stand-alone projects in one integrated programme.

Each component has in turn monitored its own activities and outputs. In none of the evaluated Integrated Programmes were there any references to efforts to aggregate the results from the individual components.

Gender inequality

It is noted that addressing gender seems to be confined to directly targeting women whereas there is little discussion on gender mainstreaming. Only few cases of gender disaggregation of results were found in the review of 2008-2009 evaluations. There are further few projects/programmes which include explicit attempts to address social inequity – social inequity often being closely inter-linked with gender inequality.

Problem analysis – weak in linking causes and effects

The intervention logic is not always clear and the cause-effect relation is not always apparent in design documents. One example is the project documents for small-scale hydro projects in Kenya and China in which it is noted that there is no discussion on causes and effects and another example is the evaluation of the CSF in Indonesia. A third example is the Iraqi cottage industry project in which it was found in the evaluation that means-ends relationships are not always obvious. In the EC project (Peru) it is concluded that more needs to be done to better understand the relations between export performance and other desirable impacts. A project may go through several stages of negotiations and planning without necessarily improving the stringency of the intervention logic. It is recommended to ensure the clarity and cohesion of the causal chain by a more systematic approach to formulating log-frames or results chains.

In other cases, focus has been confined to the supply side and production whereas the areas of markets and market development have been more or less overlooked (in e.g. Sierra Leone post-conflict SME support and Ethiopia (MSMEs)). The CND thematic evaluation notices that the C&N support sometimes missed to consider real market potential.

At times, the approach is too generic rather than context-specific and tailor-made to suit different features. In e.g. the integrated programme in Sierra Leone mechanised equipment was selected for communities without electricity supply. In Ghana the SMTQ project provided expensive software to enterprises, thus replacing a system that worked by a luxury solution which economically did not make sense. The SMTQ thematic evaluation noted that many projects are identified and developed 'on-demand' by UNIDO for donors but that time and funds for project identification and development are so limited that it is not possible to conduct proper stakeholder analysis.

Reliable and updated information on the current situation is not always gathered when selecting priority sectors (e.g. SMTQ in Lebanon). In Mozambique (SMTQ) this implied that several of the priority sectors identified during design subsequently proved to be irrelevant.

Missed opportunities to capture contributions to poverty reduction

There are several examples of missed opportunities to point to positive pro-poor effects, such as positive health effects on workers and surrounding communities from environmental programmes/projects (Cambodia, Laos, China), or the possibility to contribute to improved working conditions in relation to e.g. cleaner production (Cambodia).

Such missed opportunities follow from the narrow view of monitoring. The monitoring of results in the programmes/projects focuses on outputs and activities and is limited to the direct beneficiaries. Findings do thus not provide information on overall poverty reduction effects.

In addition, baselines are only rarely available and it is thus close to impossible to validate claims of results in any credible fashion.

3.3 Programme/project objectives and intervention logic

Taken together, UNIDO's three thematic areas cover broad and diverse fields of development cooperation. This is also reflected in the range of programme/project development objectives (the precise development objective for each reviewed programme/project is seen from the respective matrix in Annex 5).

In addition to covering a wide range of areas, the development objectives are often formulated in a sub-optimal manner, and several stating activities instead of development objectives. To facilitate an assessment of development objectives across all reviewed programmes and projects, the stated development objectives were 'disentangled' and put into a single tabular format (attached in Annex 6). The first column in the table states what is to be supported (i.e. the intended 'means'). The following columns thereafter state what the support is expected to lead to (i.e. the result or 'end'). A development objective is at times expected to lead to the final end effect through consecutive effects (which is then indicated in the columns from left to right - and with the final end objective in the final column of the table). In a few cases it was found rather difficult to identify what was an intended means and end respectively.

A first general observation is that poverty alleviation does not generally seem to be the primary development objective in UNIDO programmes/projects. However, approximately one third of the reviewed programmes/projects spell out that contributing to poverty alleviation is the final development objective of the programme/project (see Annex 6). Contributions to poverty alleviation are expected through creating jobs and employment opportunities and/or through increasing incomes (which is in turn expected to follow from supporting SME and micro industries or through the provision of skills training). In other cases it is assumed that the strengthening of the private sector/industries and their competitiveness will lead to poverty reduction. Promoting environmental sustainability is another route, which is expected to alleviate poverty. The programmes/projects which state poverty alleviation as the end objective are thus from two thematic areas – poverty reduction through productive activities and environment and energy. One exception is SMTQ Sri Lanka which spells out reducing poverty as its end objective.

A second observation is that - seen across the full range of development objectives of the reviewed programmes/projects - there seem to be certain differences in understanding of what is a 'means' and what is an 'end', or differently put: what is treated as a 'means' in one programme/project is treated as an 'end' in another. So e.g. is private sector competitiveness and export promotion in some cases seen as a means to contribute to poverty alleviation (e.g. Ethiopia and Uganda) but as the end development objective of the programme/project in other cases (e.g. Ghana and Peru). According to the model intervention logic UNIDO CND country-level projects are expected to contribute

to poverty reduction as their end objective.[11] Notwithstanding, only one out of four reviewed CND projects has poverty reduction as an end objective

It is possible, that when treating e.g. private sector competitiveness or export promotion as the end objective this may in turn build on an implicit and generic assumption that stronger private sector competitiveness or export capacity will per se contribute to reducing poverty – at least in the longer term. However, as reflected in the MDG1 targets (see MDG 1.B and discussion above) more competitive private businesses or increased export does not automatically create employment for the poor. It was for instance concluded in one evaluation of promoting export consortia (Peru) that the effect on employment (and inclusiveness) differs. There is thus a need to clearly identify what is to lead to what, how this is to happen, and through which mechanisms it is to come through - i.e. there is a need to thoroughly map the problems in order to be able to map the objectives of a project.

It is observed that most programmes/projects would benefit from clearer intervention logic. This would most likely be achieved through making appropriate use of available strategic planning methods and tools such as Log-frame analysis – in line with UNIDO requirements. Many programmes/projects do not build on a Log-frame analysis (see matrices in Annex 5). In addition, in several programmes/projects with a Log-frame matrix the respective evaluations found the Log-frame matrices to be weak. It was concluded in some evaluations that an effort had been made to follow results-based management, though not always with success.

The unfortunate reality is that none of the programmes/projects reviewed, and assessed in an evaluation, has been built on and monitored against a solid and robust Log-frame analysis with indicators to measure results against set objectives. This is a somewhat surprising finding given that the development of Log-frames for UNIDO programmes/projects is mandatory according to its TC Guidelines.[12] Several evaluations consequently recommend better intervention logic in projects/programmes.

Log-frame analysis is an example of a method, which helps understand the causal relationships and design an intervention logic (i.e. establish a *results chain* with inputs-(activities)-outputs-outcomes-impact). Understanding why certain activities lead up to certain results is key to results management. In addition to the contributions of projects or programmes, external factors -– political, economic, social and cultural - affect the causalities.[13]

Participatory strategic RBM workshops would seem to be an efficient way to further enhance the understanding in UNIDO of how to apply RBM approaches in practical planning of programmes/projects and how to benefit from the

[11] For details on the model, see e.g. UNIDO (2009): *Independent Thematic Evaluation of the UNDO Cluster and Networking Development Initiatives,* (Diagram 2, p 30).
[12] Melikyan, Lilit (May 2008): *Developing a Methodology for Impact Evaluation at UNISO: Possible Routes and Options*, On behalf of UNIDO Evaluation Group, Vienna (p 26).
[13] For more details on the usefulness of LFA; see e.g.: Melikyan, Lilit (May 2008); *Developing a Methodology for Impact Evaluation at UNIDO: Possible Routes and Options*, On behalf of UNIDO Evaluation Group, Vienna.

appropriate use of strategic planning methods (such as the Log-frame analysis). Log-frame analysis helps to clearly establish what is expected to lead to what, why and through which mechanisms – i.e. applying RBM (and moving from right to left in the results chain when planning a programme/project).

3.4 Monitoring limited to outputs and activities

To be credible, any programme/project must be able to validate claims of contributions to poverty reduction, regardless of the routes through which this is expected to take place and regardless of the time frame. The findings above pointed to generally weak intervention logics in programmes/projects, with no clear result chains (see section 3.3) and the absence of baselines. This is most likely the main reason why, unfortunately, only one out of the programmes and projects evaluated in 2008 and 2009 is able to provide evidence to validate, with any substantiated data, claims of contributions to poverty reduction. With no clearly elaborated results chain poverty reduction objectives often build on generic assumptions that certain causal relationships are to happen. As these generic assumptions are not context-specific and, in addition, not measured and monitored, the programmes/projects will in effect not be able to know whether they do, in reality, contribute to poverty reduction or not.

In the absence of clear intervention logic - i.e. absence of identifying what is to influence what, how this is to happen, and through which mechanisms this is to come about, etc. - focus of the programme/project monitoring has been on activities and their immediate outputs. This focus on monitoring of activities and their immediate outputs is in line with the 'traditional', but less successful, programme/project management approach – i.e. starting with activities (thus moving from left to right in the results chain in Figure 2 above) - as opposed to RBM approaches to programme/project management, i.e. using desired results as the starting point (thus moving from right to left in the results chain in Figure 2 above).

Given this narrow focus on immediate outputs, programmes/projects do not look beyond immediate effects on the immediate direct beneficiaries. Focus is on monitoring outputs such as number of trained persons, number of supported training centres, number of installed equipment, number of training manuals, etc.. There are no indicators to measure the qualitative aspects – or to monitor the use of the outputs (i.e. to monitor outcomes and in the longer term impact). At best, a programme/project will thereby be able to demonstrate positive effects on a single poverty dimension within the group of immediate beneficiaries. This does, however, not constitute evidence of overall contribution to poverty reduction. As argued, and as follows from RBM and MDG targets, to be able to claim effects on poverty reduction focus must be on outcomes (the uptake of outputs). Improvements in the direct beneficiary group may for instance be off-set by negative effects in other groups, caused by the dynamics set in motion by a programme/project. Such cross-effects will be captured only at the outcome level.

This lack of cross-analysis is, of course, from a poverty reduction perspective, highly unfortunate, particularly given the close inter-relationship between all

poverty dimensions. Monitoring and evaluation would need to include the outcome level, thus monitoring whether the objectives are fulfilled or not in addition to monitoring outputs. This would imply capturing the synergies and/or trade-offs between the various poverty dimensions, as well as capturing the effects beyond the immediate effects on the direct beneficiaries. This would also imply a need to properly take into account external factors through monitoring assumptions and risks.

A final point relates to the lack of baseline data. This implies that even though independent evaluations may come up with an overall assessment that a programme/project has contributed to poverty reduction this can almost never be validated in a credible way due to lack of baseline data. Indeed, because there is no baseline and no outcome monitoring, UNIDO does not know whether programme/project target groups are 'poor'. This in turn implies that 'income creation' is too poor an objective to be useful in measuring contributions to poverty reduction. The positive evaluation findings (such as in section 3.2.1 above) therefore, at best, become 'guestimates' of poverty impact.

3.5 Pro-poor recommendations in ODG/EVA evaluation reports

Evaluation ToRs require evaluations to be done against set objectives, which is reasonable and correct in the backward looking perspective. It does, however, also imply that weaknesses in terms of intervention logic will not be addressed beyond assessment and conclusions, which may in effect unintentionally constitute a missed opportunity to pro-actively contribute to the identification of more pro-poor approaches and stronger causal chains in future programmes/projects (the forward-looking perspective). As discussed, intervention logic weaknesses are frequently pointed to in evaluations.

All evaluation reports include recommendations to the various stakeholders as well as a section on lessons learned. Some of the recommendations are also broadly and in a general sense pro-poor (see matrices in Annex 5). Evaluations also identify weaknesses in monitoring. One evaluation does for instance conclude that recommendations on health aspects were not followed through, another that intended health objectives were never followed through, etc. However, the evaluations rarely take the next step, clearly stating what must/should be done for a programme/project to live up to its set objectives. The reviewed evaluations are terminal evaluations, with no guarantee for a continued phase. In general, evaluations do therefore not provide recommendations on a required review of a programme or project in order to establish clear causal chains.

In a more general forward-looking perspective, it might, however, be fruitful to include clear recommendations on what would be minimum requirements for a programme/project of the type evaluated to become an adequately designed programme/project taking on-board reasonable pro-poor approaches. Given that poverty reduction is the overall development goal of UNIDO, this would entail spelling out what steps to take, and what aspects to strengthen, to make a specific programme/project more pro-poor. If the specific programmes/projects

will enter into a continued phase such clear recommendations might help the reformulation during the planning stage. If they will not be continued, the recommendations would serve as a ‘learning tool’ and enable the planning of future similar programmes/projects to become more pro-poor.

4

EFFECTIVE CONTRIBUTIONS TO POVERTY REDUCTION

The MTPF 2010-2013 strongly reaffirms that contributing to poverty reduction is an overarching development objective for UNIDO based on the three thematic areas: poverty reduction through productive activities, trade capacity-building and environment and energy.[14] Sustained poverty reduction requires pro-poor growth, i.e. a pace and pattern of growth that enhances the ability of poor women and men to participate in, contribute to and benefit from growth. It was concluded above that UNIDO does many interventions which foster poverty reduction, while there is scope to further strengthen UNIDO's contributions. Pro-poor focus within UNIDO is thus mostly about how UNIDO does it rather than about what UNIDO does.

The opportunities to strengthen contributions to poverty reduction stem from the inter-relationship between the various dimensions of poverty. There is rather ample scope to intensify efforts to better capture possibilities to strengthen synergies or to identify and manage negative trade-offs between the various dimensions of poverty. UNIDO contributions to poverty reduction are not always demonstrated and thus also not clearly communicated.

Below some options to further strengthen pro-poor approaches, including monitoring, are discussed. The discussed approaches and options do not imply that UNIDO should take on a different mandate. They do, however, imply that UNIDO would take a more holistic view on the potential effects of its interventions to become more effective in its contributions to sustainable poverty reduction. It would in particular imply a move to focusing on outcomes (rather than as currently on outputs). It will in effect require clear intervention logics, and require establishing how a specific intervention is to contribute to poverty reduction and through which means this is to take place. It would require identification of context-specific assumptions and risks that need to be monitored. This would be in line with results-based management principles to which UNIDO is committed.

[14] See e.g. the schematic presentation of UNIDOs development objective: UNIDO (November 2008): *Industrial development for poverty reduction, inclusive globalization and environmental sustainability,* Medium-term programme framework 2010-2013, Comprehensive proposals of the Director-General, Addendum, Industrial Development Board, Vienna (p 6).

4.1 UNIDO multi-dimensional poverty framework

No single development agency can support all dimensions of poverty in one specific point in time. Interim findings from the desk review of 2008 evaluations provided evidence on contributions to poverty reduction, as well as gaps to be filled. Given the empirical evidence from the desk review of 2008 evaluation reports, a multi-dimensional pro-poor framework adapted to UNIDO has been elaborated by ODG/EVA, identifying five core poverty dimensions. The findings from the desk review of 2009 evaluation reports confirmed the interim findings and thus strengthened the empirical basis for the proposed UNIDO pro-poor framework. The proposed definitions of the five core UNIDO poverty dimensions are seen in Box 3.

The UNIDO poverty framework retains all key poverty aspects, while enhancing environment as a dimension in its own and addressing gender as an integral part of the socio-cultural dimension. Cultures often involve deep-rooted prejudices and discrimination against women. It further acknowledges that UNIDO's contributions to the political dimension are limited to strengthening the capabilities of poor women and men to voice their concerns as consumers. The capability to voice concerns and to influence public policies - i.e. supporting the 'demand-side' of policy making - is in turn very closely inter-linked with socio-cultural status and dignity. The political dimension has therefore been merged into the socio-cultural dimension.

Box 3: Five core poverty dimensions for UNIDO - definitions

Economic capabilities mean the ability for men and women alike to earn an income, to consume and to have assets, which are all key to food security, material well-being and social status.

Human capabilities are based on health, education, nutrition, clean water and shelter. These are core elements of well-being as well as crucial means to improving livelihoods.

Gender and socio-cultural capabilities concern the ability of men and women alike to participate as a valued member of a community, with a voice and ability to influence public policies and priorities. They refer to social status, dignity and other cultural conditions for belonging to a society. Cultures often involve deep-rooted prejudices and discrimination against women.

Protective capabilities enable men and women to withstand economic and external shocks. Thus, they are important for preventing poverty. Insecurity and vulnerability are crucial dimensions of poverty with strong links to all other dimensions.

Environmental capabilities include ability for men and women to make sustainable use of natural resources and to be protected against environmental degradation and risks. Economic growth – while important for poverty reduction – generates increased environmental risks.

Source: Adapted from: OECD Poverty Reduction, The DAC Guidelines, 2001

4.2 Potential for more effective contributions to poverty reduction

To take on pro-poor approaches implies to move from traditional project action-oriented management to results-based management. This may require a certain change of mind-set as to what and how results are achieved, and as to what should be required from an individual project within the three UNIDO thematic areas. It requires a change in approach throughout all steps of the project/programme management cycle (see further section 4.4 below). It also

requires a focus on outcomes (the results of the use of outputs in a medium-term perspective) and on impact (the longer-term effects of outputs).

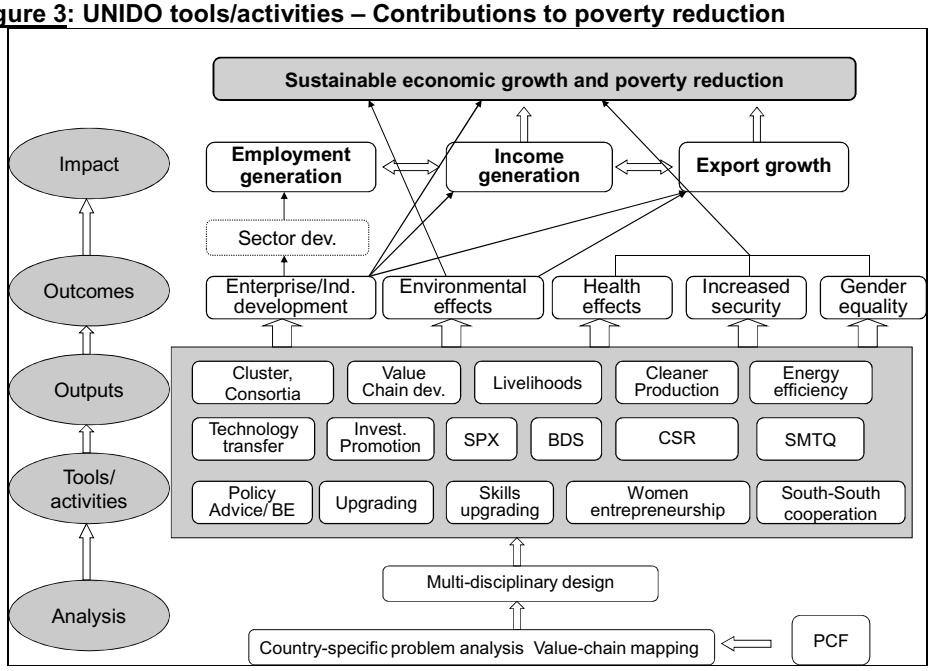
Figure 3 below illustrates the potential of UNIDO tools/activities to contribute to various dimensions of poverty within a results-based approach.[15]

The results-chain is seen at the very left of Figure 3 (on results-based management and results chains, see Section 2.2 and Figure 2 above) with the various UNIDO projects/programmes seen in the box at the level of tools/activities and outputs.

The commonly expected end results from UNIDO projects/programmes (see summary in Annex 6) were reviewed and 'systematised'. Based on this, and combined with the findings of main contributions to poverty reduction, the expected contributions to poverty reduction have been inserted in Figure 3 at the outcome and impact levels respectively, i.e. have been fitted into a results-based management approach.

Employment generation, income generation and export growth are main expected impacts from UNIDO projects/programmes contributing to UNIDO's overarching aim of supporting sustainable economic growth and poverty reduction.

Figure 3: UNIDO tools/activities – Contributions to poverty reduction



The five poverty dimensions are found at the outcome level (see definitions above, section 4.1). Enterprise/industrial development represents the economic

[15] Elaborated by ODG/EVA (2009).

dimension, health represents the human dimension, and the socio-cultural dimension is represented by gender equality, while increased security represents the protective dimension of poverty. Environmental effects represent the environmental dimension.

As seen from Figure 3, contributions to some poverty dimensions may in turn influence sustainable economic growth and poverty reduction directly or indirectly. Contributions to for instance health, increased security and gender equality will directly influence sustainable economic growth and poverty reduction. Environmental effects will have a direct influence as well as an indirect through promoting export growth. Enterprise/industrial development has direct influence on sustainable economic growth or influences through export, income generation, or through promoting sector development which in turn leads to employment generation and ultimately to poverty reduction.

Through adopting the view illustrated in Figure 3 above - i.e. through acknowledging that there are several routes for contributing to poverty reduction and that each project/programme can contribute to one or several of the five poverty dimensions – synergies and negative trade-offs would more likely be captured. The potential of projects/programmes within the thematic areas of trade capacity building and environment and energy to contribute to various dimensions of poverty would become more explicit. Thus, gaps that were identified in the review of 2008 and 2009 evaluation reports are more likely to be addressed. It would capture for instance positive effects on health as an outcome of cleaner production. Risks that may follow from technology upgrading and introducing new technologies would be discussed along with the expected positive effects on environment and workers health. It would also become obvious that all projects/programmes – i.e. not only projects/programmes within the environment and energy thematic area - need to consider potential environmental and gender effects.

To properly capture all potential effects – positive and negative - from each project/programme, an objective à priori assessment of causes and effects must be done (see further below section 4.4.2). Adopting the view illustrated in Figure 3 would imply acknowledging the importance of country-specific problem analysis and/or value chain mapping as an input to project/programme design, i.e. a multi-disciplinary design. This in turn will lead to more solid intervention logic (objective analysis) and help indentify adequate indicators at the various levels (output, outcome, impact).

4.3 Moving towards effective pro-poor approaches

The discussion below touches upon a number of crucial aspects to consider in order to take on a genuine pro-poor approach. The discussion is structured around the five UNIDO key core poverty dimensions (see above, section 4.1).

4.3.1 Economic dimension

Positive effects on the economic dimension of poverty reduction will result from the variety of tools such as: private sector development; improved competitiveness; skills development; trade and export promotion; and technology upgrade.

➢ *Employment generation – Outcome/impact level*

An important path for contributing to the economic dimension is through employment and income generation. There is a threshold of competitiveness to be surmounted and once that threshold is crossed, growth through industrialisation and trade may be explosive, with a potentially equalising socio-economic impact. Manufactured exports from developing countries are usually labour-intensive, and ordinary people typically benefit both through opportunities for formal wage employment and through rising wages. Labour-intensive manufacturing is also a key source of wage employment for women.[16]

There are many aspects of the linkage between employment and poverty. The employment effect must therefore be assessed at outcome level, i.e. put into a more overall community or societal perspective. This is particularly important before reaching the threshold of competitiveness.

The poor can escape poverty, and poverty declines, *if the aggregate of the below effect is favourable for the poor*:[17]

(a) an increase in wage employment;
(b) an increase in real wage;
(c) an increase in self-employment;
(d) an increase in productivity in self employment; and
(e) an increase in the terms of exchange of the output of self employment.

Helping to build competitive advantages in more dynamic industries should, preferably, be accompanied by supporting entrepreneurs and workers in traditional, less dynamic, sectors to cope.[18] Or put differently: measures should be taken to manage such potential negative effects (see further below on protective dimension).

Currently, programmes/projects tend to focus on the creation of employment and/or income among direct beneficiaries alone. It is thus not known whether the beneficiaries who find jobs did find *additional* jobs *or out-competed* non-project beneficiaries from previously existing jobs. It is also not known whether generation of formal employment opportunities carries along a decrease in employment opportunities in the less competitive informal sector, or whether the establishment of an additional self-employed person will cause decrease in

[16] UNIDO (2009): *Industrial Development Report 2009. Breaking In and Moving Up: New Industrial Challenges for the Bottom Billion and the Middle-Income Countries* (pp xiv-xv).
[17] See: Khan, Azizur Rahman (no date): *Growth, Employment and Poverty. An Analysis Of The Vital Nexus Based On Some Recent UNDP And ILO/SIDA Studies.* Paper prepared under the joint ILO-UNDP programme on promoting Employment for Poverty Reduction. (http://www.undp.org/poverty/docs/Khan-GROWTH-EMP-POV-NEXUS.doc)
[18] As concluded in: Altenburg, Tilman and Stamm, Andreas (2008): *New trends in private sector promotion and its implications for UNIDO's Corporate Strategy*, German Development Institute.

opportunities and incomes for a previously self-employed, etc. The effects may further differ between women and men.

To be able *to know and communicate* whether employment increased or not *on balance, i.e. capturing effects on both 'winners' and 'losers',* employment effects must thus be measured at the outcome level (i.e. effects beyond the direct beneficiaries must be captured), through the use of *gender-disaggregated indicators*.

The appropriate sub-national level of monitoring will depend on the type of support.

i) Programmes/projects which target selected beneficiaries and where effects may be expected at the local level must *as a minimum* follow the aggregate effects on the poor segments (not averages) in the local community.
ii) Support which aims at more generally creating favourable conditions for employment generation should measure nation-wide – disaggregated by rural/urban, by province (or other relevant sub-national level), and by gender.

- *Sector and technology selection*

SME support: The selection of sectors to support is crucial, and particularly so if the chosen sector involves the more vulnerable segment of SMEs. It is of utmost importance not to promote sectors vulnerable to external shocks. Promoting investments in sectors which do not hold the prospect for profitability, also in a medium-term, should be carefully assessed from a diverse range of angles before being undertaken. A programme or project may in the worse-case scenario end up impacting negatively to poverty reduction. Careful assessment of market potential (demand side in addition to supply side focus) for selected sector must therefore be done in order to avoid mistakes. This in turn leads to the below issue: map the problem in order to be able to properly map the objective.

Trade capacity building: It is important to undertake careful needs assessment considering the contribution of certain sectors to the national income, labour creation, poverty reduction, strategic importance, etc. Technical coverage within the selected sectors shall be related to clearly identified needs.

Agro-processing and export food sector support provide yet additional challenges. There is a potential risk that improved technology for export-oriented agro-processing may be detrimental to local availability of valuable food.[19] The potential trade-off between income for some and food-intake for others should be carefully assessed (i.e. trade-off between different MDG1 targets: prevalence of underweight children under-five years of age and proportion of population below minimum level of dietary energy consumption are also MDG1 targets).

A second challenge is to avoid the promotion of a dualistic food safety structure: one that accepts food safety risks in return for cheap food on the local market but

[19] So for instance did the focus on fish processing (Tilapia) around Lake Victoria cause a severe decrease in local access to fish which used to be an important source of nutrition in Tanzanian communities.

complies with the high standards required by developed economies (see SMTQ Thematic evaluation for details).

Investment Technology and Promotion Offices: The ITPOs hold the potential to contribute to poverty reduction. In order to do so, it is, however, indispensable to become more responsive to the demands and needs of the recipient (developing) countries as opposed to the current frequent focus on the needs of the supplying country.

- *Outcome of pilots/demonstration projects - Outreach*

A different challenge is the risk for monopolising successful results. Many technology upgrading projects constitutes an element in SME and private sector development and strengthening of entrepreneurs as well as in many environmental programmes/projects including cleaner production. In many cases, this support takes the form of demonstration projects or pilots.

There may be an inherent tendency among those involved in the first demonstration case not to share information of importance for success beyond their own group. There is thus a need to have a clear a-priori strategy on how to ensure that information about successful pilots get widely disseminated in an undistorted way.

The success indicators of a pilot should be connected to the extent to which it is replicated and spread without further subsidies from the programme/project, i.e. the extent to which it is being 'institutionalised'. In should be examined *ex ante* how 'pilots' will operate before, during and after the project itself (see socio-cultural dimension below). The purpose of the pilots (to produce, to train, and/or to demonstrate) must be clear from the very start and a sustainable exit strategy is required.

There are several issues from other dimensions which must be paid particular attention: i) environment; ii) gender; and CSR and the human dimension. All discussed below under respective dimension.

4.3.2 Human dimension

- *Health effects*

Positive – or negative - effects on health are likely to occur as an indirect effect from cleaner production, or environmental projects/programmes, or other interventions involving technology upgrading. Health gains from different environmental projects/programmes may occur both in workers' health and in surrounding communities' health status.

Such effects should be followed up to communicate contributions to poverty reduction. The identification of positive – or negative – health effects from a project/programme should be identified during the problem and objective mapping phase.

- *Corporate Social Responsibilities (CSR)*

Every project/programme aiming at strengthening competitiveness, upgrading technology or promoting trade, etc should look into including a CSR component to help strengthen the human dimension. Through a CSR component contributions could be made to occupational health, safer work places, etc.

CSR may also contribute to increasing security and reducing vulnerability (see protective dimension below).

4.3.3 Socio-cultural and gender dimension

- *Transparent selection processes - Transparency in access to opportunities*

From a pro-poor perspective, it matters who participate in economic activities. When directly targeting beneficiaries – either individuals or companies – the selection process is a key entry point in order to enhance social inclusion (and gender equity). Selection processes are elements of a number of UNIDO projects/programmes: e.g. technology upgrading with pilots, competitiveness strengthening, skills upgrading, trade and export promotion.

In effect, being in control of who gets access, and who does not, implies 'power' and thus must be put into the context of the prevailing power structures (formal as well as informal) of a specific partner country. There is, for instance, no automatic link between decentralised government and increased transparency in selection processes. Decentralised authorities are not necessarily good or bad but may take many different forms and respond to diverse motives. Decentralised authorities working in environments where local participation and accountability are constrained offer the opportunity for the local powerful to capture the benefits ('elite capture'). Careful contextual analysis is required with a proper understanding of power structures at play. There is a need to assess the following:

i) How do power structures affect access to equal opportunities for the vulnerable segments of potential beneficiaries?
ii) How does the programme/project affect prevailing power structures?
iii) How can the programme/project ensure equal access to opportunities for all potential beneficiaries?

Transparent, impartial and non-discriminatory access to opportunities and benefits is an integral element of the socio-cultural dimension of poverty, and gender mainstreaming is an utterly important aspect in the selection process (see below).

Transparent selection processes for access becomes even more important whenever there are subsidies or grants involved, i.e. direct financial benefits in addition to potential future benefits. Those most likely to be potentially 'bypassed' in in-transparent selection processes are the most vulnerable and less connected groups – both for individuals and SMEs when e.g. selecting participants in technology transfer pilots.

- *Clear selection criteria*

UNIDO might wish to turn to the UN principles of a rights-based approach (RBA) in developing clear selection criteria for non-discriminatory participation and access to the potential opportunities offered in its programmes/projects. A rights-based approach puts strong emphasis on features such as transparency, accountability, participation, empowerment, and non-discrimination (including gender) paying attention to vulnerable and disadvantaged groups.[20] It implies that people have rights to equal access to political, economic and social processes and services. Thus poverty reduction is not just a moral but a legal duty. Citizens become "rights holders" and those who hold the duty to provide services become "duty bearers".[21]

Multi-dimensional measure of vulnerability in selection of beneficiaries using a spider-web diagram to get a quick objective overview of eligibility is recommended as 'standard procedure'. Transparent and impartial dimensions for assessing beneficiary companies to get an objective overview of eligibility should also be 'standard procedure'.[22]

- *Gender equality*

Poverty is not gender-neutral. Women's abilities to overcome poverty are generally different from those of men. Women in general have less access than men to assets that provide security and opportunity. Gender inequality is therefore a major cause of overall poverty.

Projects/programmes directly targeting women will influence women directly, and thus poverty reduction.

In every project/programme that does not directly target women, mainstreaming gender is key. All projects/programmes within all three UNIDO thematic areas should thus during the problem and objective mapping assess the following:

iv) How does gender inequality affect the programme/project?
v) How does the programme/project affect gender inequality?
vi) How can the programme/project reduce gender inequality (if this is the case)?

In the process of assessing these issues underlying causes and expected effects shall be identified.

Equal opportunities shall be provided to men and women. Attention will have to be paid to within which sectors training is provided for women and men respectively. Pro-active and innovative measures may need to be taken in order

[20] It matters: who participates (non-discrimination); how an intervention is undertaken (participation and empowerment); if and how information is disseminated (transparency); how results are measured (accountability).
[21] However, "rights holders" and "duty bearers" are roles and functions and nothing fixed. One individual may be both a duty bearer and a right holder.
[22] The value of clear criteria was demonstrated e.g. in the MISP II project in Iraq for selection of individual beneficiaries and the LAISER project in Lebanon for selection of beneficiary companies.

not to confine women's skills development to purely traditional sectors, which are most likely not the most profitable and competitive ones in a medium to longer term.

It is further important to provide 'role models' – i.e. to ensure that the recruitment of project staff is also gender-balanced.

Indicators shall be gender-disaggregated to be able to follow to what extent the project/programme may have different positive effects on women and men (see further below, section 4.4.2).

- *Access to information – Dissemination of information*

Access to undistorted information is a necessary, although not sufficient, prerequisite for non-discrimination and equal access to opportunities. One aspect is thus to include appropriate measures to widely disseminate information about the programme/project and its objectives and clearly stated criteria for selection of participants and/or beneficiaries.

To make the final selection transparent, information should also be disseminated on who applied and who were selected. This will contribute to increasing accountability, which is a cornerstone of good and non-discriminatory governance.

- *Consumer voice - Public awareness raising*

The concept of consumer rights is gaining credence also in developing countries. The poor who have less ability to make economic choices are disproportionately punished by substandard products and in most need of knowledge about how to protect one self.

Public awareness raising is a mechanism to capacity building on the 'demand side', to be capacitate the general public to enable them to require safe products or improved environmental standards. When for instance environmental projects/programmes are supported the potential of their positive effect will increase if the 'demand side' is supported in addition to the 'supply side' is supported.

In the thematic evaluation of SMTQ it was concluded that consumer voice would seem to be generic in SMTQs. It would seem to be equally important in cleaner production and ITPOs. Consumer voice could be supported through supporting consumer associations or other consumer lobby groups, through disseminating information through broadcasting or through education structures. Dissemination of notifications to domestic companies is another important mechanism to encourage improvements and investment in quality infrastructure which is often not party of programme design – but should be.

4.3.4 Protective dimension

- *Winners vs. losers*

While contributions to the economic dimension of poverty are vital for achieving industrial development it does also entail risks for the more vulnerable groups of society. Any change process will have winners as well as losers. Measures must therefore be taken to manage the potential negative consequences of projects/programmes, particularly negative effects on the poorest and thus most vulnerable. Pro-active steps could be taken to coordinate and link up with what is being done by other UN agencies and/or donors working more intensely on protective poverty aspects.

Improved competitiveness may in a longer-term perspective lead to employment generation for ordinary people, there might still be noticeable negative trade-offs in the short- to medium-term, and the actual employment effect from a programme/project may thus on balance be positive or negative.

Improved competitiveness and technology upgrade will most likely imply substituting capital for labour, and especially low-skilled labour, within an enterprise upgrading its competitiveness. In addition, the 'winners' (the more competitive enterprises) could outperform weaker enterprises (the 'losers') which are most often SMEs using less sophisticated equipment and employing low-skilled workers. There will thus be trade-offs between competitiveness and social inclusion – the weaker risk becoming marginalised in the change process.

Increasing levels of education and skills are required both to build new competitive advantages and to make the economies more inclusive. Low-skilled persons are most at risk to become the losers of structural changes, be it persons losing their dependent employment, be it small business owners or self-employed that are not able to cope with structural changes. Education and training of workers' in technical capabilities and entrepreneurial skills are thus probably needed to complement direct private sector promotion.[23]

- *CSR*

The value of including CSR component in the projects/programmes was discussed above under human dimension. Some of CSR measures will, however, also contribute to social protection.

- *Skills selection*

The selection of skills for upgrading must build on a careful demand analysis to ensure that the selected professions are in demand and that dependence on sectors vulnerable to external shocks is not created. This is particularly important if the beneficiaries are to incur any costs in order to set up small-scale businesses to apply the skills taught to them. If no appropriate demand analysis is made the beneficiaries risks finding themselves indebted without possibility to earn income to repay.

[23] See e.g.: Altenburg, Tilman and Stamm, Andreas (2008): *New trends in private sector promotion and its implications for UNIDO's Corporate Strategy*, German Development Institute.

- *Appropriate technology*

Yet another pro-poor aspect to carefully consider in providing support to SMEs and entrepreneurs, with components on technology upgrading, is vulnerability and security. Even though a programme/project will not always target the poorest of the poor, there will always be those within a potential beneficiary group who are more vulnerable and thus need more secure options than others – and who might be the ones in most need for accessing opportunities provided through a programme/project.

To enable also the poorer/weaker entrepreneurs - or less well-off SMEs - to participate, or to replicate, attention should be paid to the level of costs of proposed technology and the level of risk associated for non-success. The financial risks associated with technology upgrading have to be clarified from the out-set and risk management measures should be an integral part of the programme/project. An appropriate risk management strategy may enable also the poorer to shoulder costs and risks, and thus to capture opportunities of higher future income. Which measures could be included to prevent risks – to provide risk mitigation options– to support the formulation of coping strategies – etc.? The answer will be country-specific and shall thus be part of the mapping of problems and objectives.

4.3.5 Environmental dimension

- *Public awareness raising*

Support to increase public awareness of for instance environmental hazards is one important measure to include in environmental and energy projects/programmes (see also above on socio-cultural and gender equality).

Consumer voice should be generic to all environmental and cleaner production projects/programmes. Consumer voice could be supported through supporting consumer associations or other consumer lobby groups, through disseminating information through broadcasting or through education structures. Dissemination of notifications to domestic companies is another important mechanism to encourage improvements and investment in cleaner production which is often not party of programme design – but should be.

- *Mainstreaming*

In every project/programme that does not directly target environmental improvements, environment is an issue to be mainstreamed. All projects/programmes within the two areas of poverty reduction through productive activities and trade capacity-building should during the problem and objective mapping assess the following:

vii) How do environmental issues affect the programme/project?
viii) How does the programme/project affect the environment?
ix) How can the programme/project minimise or reduce negative environmental effects and contribute to the improvement of the environment?

In the process of assessing these issues underlying causes and expected effects will be identified.

- *Environmental management – Selection criteria*

Whenever a project/programme includes the selection of companies as beneficiaries, one criteria for businesses to become eligible should be to agree to introduce environmental management standards (on selection processes, see also above under socio-cultural and gender dimension).

- *Green technology and energy efficiency in SMTQ, ITPO, ITC and CND*

CND, SMTQ, ITC and ITPO projects/programmes all offer an opportunity to explicitly promote energy efficiency and green technology and to support CDM – issues which should basically be seen as generic.

4.4 Entry points: Programme/project management stages

The entry points involve all phases of the programme/project cycle – design/planning, implementation, monitoring. The design/planning phase is, however, crucial in laying the basis for the subsequent phases. Any project or programme must take close account of external contextual factors in order to ascertain that project/programme outputs do contribute to producing the intended outcomes and impact. This requires cross-analysis, clearly established causal links, identification of risks and risk management, as well as monitoring and reporting against baselines, including monitoring of assumptions and risks.

4.4.1 Project/programme cycle

Above it was briefly discussed about a potentially stronger forward-looking role for evaluations (section 3.2.5). Having said this, it is important to emphasise that the ultimate responsibility for appropriate programme/project design must rest with the programme/project owner, who is responsible for results.

Managing for results implies that aid shall be managed and implemented in a way that focuses on the desired results and uses information to improve decision-making. Results-based management is in effect a 'life-cycle' approach to management in three phases, where the third phase of one planning cycle feeds into the first phase of the next planning cycle:

> ***Planning*** *involves the articulation of strategic choices in light of past performance and includes information on how it is intended to deliver on set priorities and achieve associated results. Establishment of baselines and performance indicators.*
>
> *In* ***implementation and monitoring*** *progress is determined through ongoing performance measurements combined with periodic external/independent evaluations. Performance measurement and evaluations present valuable opportunities to learn and adjust so that the desired results may be achieved.*

Reporting *is the final stage of the life-cycle approach and involves reporting on results through the provision of integrated financial and non-financial information - from progress monitoring and evaluations during the implementation phase or from independent terminal evaluations. Results-based information is used for both internal management purposes and for external accountability (to for instance the Donor or the general public). The reporting phase also provides managers and stakeholders with the opportunity to reflect on what has worked and what has not, i.e. a process of learning and adjusting that feeds into the next planning cycle.*

4.4.2 Planning and design phase

- *Map the problem to be able to map the objective – Intervention logic*

Mapping the problem is not always an easy task. It requires multi-purpose analysis based on an understanding of the context in which the project/programme is to be implemented.

Particularly within projects/programmes, in which effects are expected through a chain of causes and effects, it will be indispensable to undertake a cautious problem mapping in order to identify causalities and, thus, in order to properly map the objective and the ensuing intervention logic (as discussed in section.. above there is currently certain confusion as to what is a 'means' and what is an 'end').

To illustrate, one example of mapping the problem and mapping the objective for the leather sector in a country is included below in Figure 4. As seen from the mapping of the objective within the leather sector example in Figure 4, a multitude of UNIDO tools are applicable to contribute to achieving the set objectives. This in turn points to the importance for UNIDO to have strong coordination across its tools/activities.

In addition to mapping the problem and the objective, *context-specific assumptions and risks* which are critical to achieving the set objectives must be identified. Please note that no assumptions and risks are included in Figure 4 due to the very strict importance of not relying on generic assumptions and risks (i.e. as opposed to what was frequently found in current projects/programmes). This will also include an analysis of the risk which will occur should not all identified tools/activities be undertaken (as seen above this has been a major weakness in for instance integrated programmes).

- *Methods and tools*

As seen from the example below (Figure 4), complex relationships may emerge once an in-depth assessment and mapping of the underlying problems is undertaken. Log-frame analysis is a useful tool which will help understand causal relationships and thus facilitate the mapping exercise and the establishing of clear intervention logic. Log-frame analysis as a basis is also required by UNIDO TC Guidelines.

It is recommended to make use of facilitator to undertake complex mapping exercises.

The current focus in project/programme design and follow-up is comparatively narrow and limited to immediate outputs and effects on immediate beneficiaries, without paying attention to overall community or societal perspectives. A pro-poor and results-based focus implies to clearly identify how and through what means immediate results come about, and through which means immediate results in turn translate into medium and long-term results. Outputs are important only as a means to an end, i.e. it is the uptake of outputs (or: the result of the use of the outputs) that matters.

Participatory strategic RBM workshops for each cluster of projects/programmes (or by each cluster of UNIDO tools) would seem to be an efficient way to enhance the understanding in UNIDO of the practical implications of RBM approaches, and how to apply the RBM framework in practical programme/project planning/design. This would also seem to be an efficient tool to help change the mindset and thus support the move away from traditional project management to results-based management thinking. A LFA style moderation would be recommended as this would also provide a practical introduction to this planning/design method.

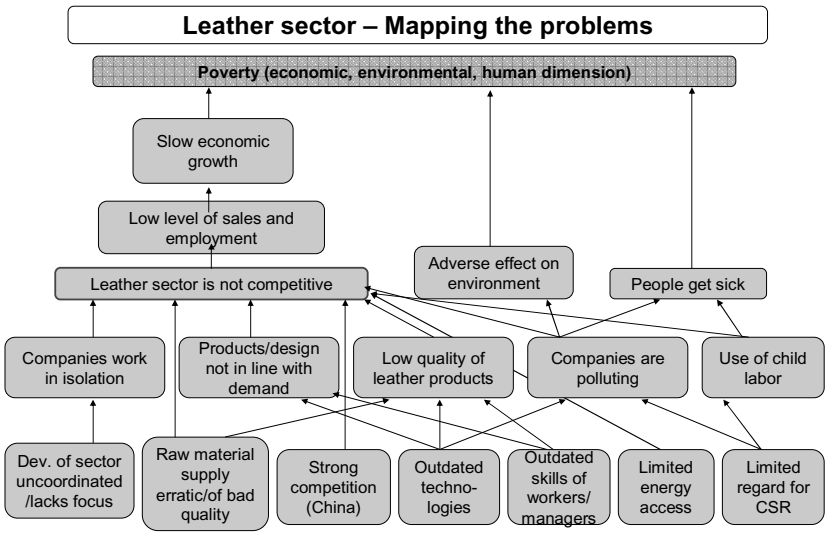
Figure 4: Mapping the problem in order to map the objectives

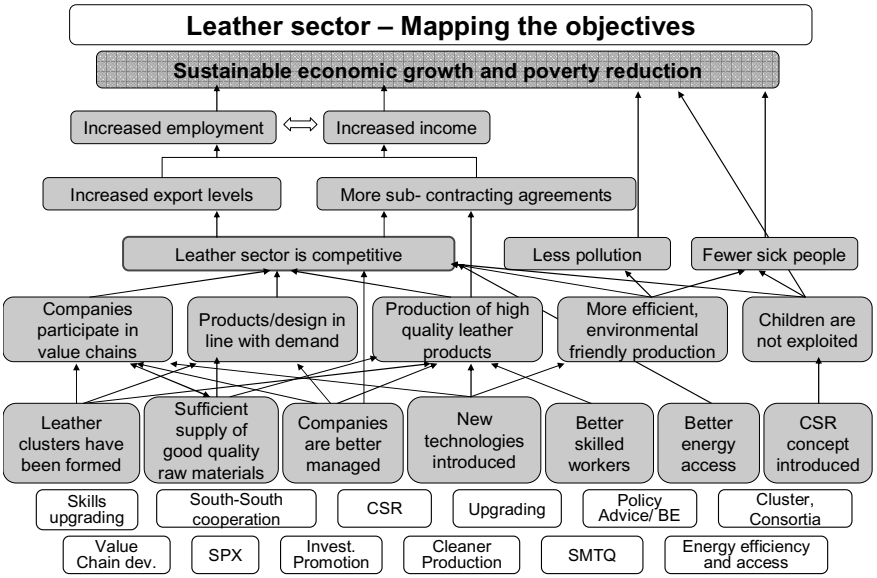
Leather sector – Problems I

- Tanneries are polluting water resources
- Workers cannot stitch
- Cannot compete with imported goods
- Machinery is outdated
- Small companies work in isolation
- No knowledge of trends and fashion
- Designs are not good
- No linkage with international value chains
- Not noticed by subcontractors
- No export
- No accredited standard setting body
- Under the radar of foreign investors

Leather sector – Problems II

- People complain about child labor
- Too much raw materials waste
- People are poor
- Leather is only of sub-standard quality
- No overall policy or strategy for the sector
- Companies are badly managed
- Leather sector is not competitive
- Limited learning from China and other leaders
- Limited energy access
- People are poor





Source: Elaborated by ODG/EVA

- *Identification of indicators*

The MDGs serve as a strong reminder of the fact that poverty reduction cannot be measured without adhering to results-based management and without monitoring outcomes/impact. Indicators must therefore be identified at the outcome level in addition to the regular project output level.

Indicators shall further be gender-disaggregated to be able to follow to what extent positive and/or negative outcomes may differ between women and men.

It is important to identify indicators which do properly reflect and measure the intended results. For the monitoring of an intervention's contribution to poverty reduction, the general approach should be to make use of established and more commonly agreed targets and indicators to the extent possible. Agreed national MDG targets may for instance be localised to a sub-national level to be suitable also for local level monitoring of programme/project outcomes.

Objectives which cannot be achieved should not be part of any project or programme. Assumptions and risks which are crucial to achieving set objectives shall also be monitored, i.e. indicators to capture changes in assumptions and risks over time must be identified.

- *Baselines*

Baselines against which to measure and monitor are indispensable in order to be able to demonstrate effects in a credible manner.

4.4.3 Implementation phase

Systematic monitoring against the identified indicators is needed to verify whether formulated objectives are achieved or not. Monitoring shall be undertaken through progress reporting of activities as well as through monitoring against identified indicators. In addition to regular project/programme progress monitoring, independent evaluations may provide valuable information - both in the mid-term and at the end of one phase as an input to a next phase.

In case of no proper cause-effect indicators and no baseline, monitoring to validate claims of effects will be impossible. There is not 'short-cut' to measuring results in any credible way.

4.4.4 Reporting phase

This is the phase where independent terminal evaluations are undertaken to provide lessons learnt (in particular if no independent evaluations have been undertaken during the implementation phase). Findings and lessons learnt will ideally be reported and fed into any continuation of the project/programme. If the project/programme will not have follow-up phase, the reporting should feed into

UNIDO internal learning and thus be useful for design/planning of future projects/programmes.

4.5 Change process

The on-going work within UNIDO is a strong window of opportunity. Efforts in ODG/EVA contribute very pro-actively and constructively to demonstrating in practice how projects/programmes could become more pro-poor (as seen from this desk review where several of the products produced by ODG/EVA have been integrated). The various branches are further currently taking on the challenge and identifying their potential contributions to the five core UNIDO poverty dimensions.

Thematic evaluations provide another window of opportunity, as demonstrated by the recent thematic SMTQ evaluation. The SMTQ thematic evaluation provides ample information which has been integrated into the forward-looking discussion above (various sub-sections of section 4). Findings from the CND thematic evaluation has provided additional basis to build on in order to make CND more pro-poor in line with UNIDO model intervention logic for CND projects.

In addition, there are individual initiatives to strengthen pro-poor approaches in UNIDO to build on, and to disseminate more widely within UNIDO. The dissemination and more widely acceptance of individual attempts is particularly important in order to address complex challenges (such as depicted in Figure 4 above).

Potential barriers to changing towards more pro-poor and results-based approaches do, however, exist.[24] Pro-poor approaches require a change in project/programme approach – i.e. moving towards applying results-based management and thus away from 'traditional action-orientation'. The current rather fragmented (compartmentalised) working style in UNIDO therefore risks posing a difficult barrier to address. In this respect, the ambiguity among UNIDO staff when it comes to what is to be expected from each thematic area as regards contributing to poverty reduction also constitutes a potential barrier to be addressed.

Another potential barrier which is frequently mentioned in discussions at UNIDO headquarters is the fact that UNIDO programme/project managers view themselves as constrained by donor agendas, and thus not being in 'the driver's seat'. In their understanding many donors do not wish to pay closer attention to poverty aspects and do also not wish to set aside funding for more systematic monitoring. In addition, not all partner (or host) governments give priority to poverty aspects. Such reluctance to take pro-poor approaches can only be overcome through high-level discussions to arrive at agreed standards in line with

[24] Discussed in some detail in: UNIDO (January 2009): *Combating Marginalization and Poverty Through Indus*
trial Development (COMPID), Independent Evaluation, Strategic research project COMPID, UNIOD Evaluation Group, Vienna.

the Paris Declaration, to which donors and recipient Governments have undersigned.[25]

Staff incentive structures are further identified as constituting a barrier to change. Breaking out of the prevailing compartmentalised working approach will be time-demanding and therefore needs to be explicitly rewarded. The staff incentive structures do, however, seem to be changing and this may thus not constitute a barrier in the near future.

[25] The requirements and restrictions put on UNIDO by the donors were identified as a hampering factor in the SMTQ thematic evaluation and were also frequently raised in discussions.

5

CONCLUDING REMARKS

A pro-poor focus is closely related to results-based management (RBM), which implies a clear focus on how and through what means immediate results come about, and through which means immediate results in turn translate into medium and long-term results. Outputs are important only as a means to an end, i.e. it is the uptake of outputs (or: the result of the use of the outputs) that matters.

Pro-poor approaches thus require a focus on outcomes (the results of the use of outputs in a medium term perspective) and on impact (the longer-term effects of outputs). Any programme/project must take close account of external contextual factors in order to ascertain that project/programme outputs do contribute to producing the intended outcomes and impact. This requires cross-analysis, clearly established causal links, identification of risks and risk management, as well as monitoring against baselines and monitoring of assumptions and risks. The MDGs serve as a strong reminder of the fact that poverty reduction cannot be measured without adhering to results-based management and without monitoring outcomes/impact.

A concluding observation from the review of UNIDO 2008 and 2009 Evaluations is that many programmes/projects would strongly benefit from clearer intervention logic. This would most likely be achieved through making appropriate use of available strategic planning methods and tools such as Logframe analysis – in line with UNIDO requirements. It is also concluded that it would be beneficial to clearly spell out to what extent poverty reduction is to be mainstreamed also for programmes and projects within the thematic areas of trade capacity building and environment and energy.

There is undoubtedly scope to strengthen pro-poor approaches within UNIDO programmes and projects. These opportunities stem from the inter-relationship between the various dimensions of poverty. There is rather ample scope to intensify efforts to better capture possibilities to strengthen synergies or to identify and manage negative trade-offs between the various dimensions of poverty. The current focus is comparatively narrow and limited to immediate outputs and effects on immediate beneficiaries, without paying attention to overall community or societal perspectives. Thereby, programmes and projects do in effect not capture if they are on balance contributing to poverty reduction or not.

It is also concluded that UNIDO does many interventions which foster poverty reduction. Pro-poor focus within UNIDO is thus not mostly about what UNIDO

does but how UNIDO does it. The programme/project design and implementation process may be more or less pro-poor. UNIDOs contributions to poverty reduction are further not always demonstrated and thus also not clearly communicated. To communicate in a credible way, claims of results must be verified, thus calling for systematic monitoring against baselines.

The on-going work within the ODG/EVA is a strong window of opportunity for UNIDO to change towards more pro-poor approaches. The work contributes very pro-actively and constructively to demonstrating in practice how projects/programmes could become more pro-poor. The forward-looking sections of this desk review draws heavily on this work in progress within ODG/EVA.

There are, however, also clearly some barriers to be overcome within UNIDO in order to achieve a change towards more pro-poor and results-based approaches. The current rather fragmented (compartmentalised) working style in UNIDO risks posing a difficult barrier to address. Another, frequently mentioned, potential barrier is the fact that UNIDO programme/project managers view themselves as constrained by donor agendas, and thus not being in a position to put themselves in 'the driver's seat'. A final potential barrier is staff incentive structures. These barriers to change are all 'structural' and consequently require initiatives and commitment from the highest level of UNIDO management to be addressed.

Annex 1
Terms of Reference

Desk review: What has UNIDO done to reduce poverty – Evidences from UNIDO Evaluations

I. Background

In March 2008 the UNIDO Executive Board mandated the UNIDO Evaluation Group (ODG/EVA) to, as part of its 2008/2009 Work Programme, develop a lessons-learned document, with the working title **"What has UNIDO done to reduce poverty – Evidences from UNIDO Evaluations"**. The purpose of this document is to inform UNIDO stakeholders about the impact of UNIDO interventions and to identify benchmarks and best practices, as well as weaknesses in the planning, monitoring and reporting systems and related to the validation of impact. It is also expected that the study will contribute to the implementation of the RBM Implementation Plan. In fact, impact evaluation is one of the priorities under UNIDO's *2008/2009 Plan for the further organization wide implementation of Results Based Management* (RBM). The study will encompass two desk reviews; one of the evaluations carried out in 2008 and the other of the evaluations carried out in 2009.

II. Content and purpose of the desk review

The first step of the study was a desk review implemented in December 2008/January 2009 of evaluation reports finalized in 2008. A second step will start in November 2009 and cover the evaluations implemented in 2009. The desk reviews will use findings and information from the whole spectrum of UNIDO evaluations. A list of the 2009 evaluations is attached as Annex A.

The purpose of the desk review will be to extract information on impact in relation to the reduction of poverty and using the various dimensions of poverty. ODG/EVAs previous and ongoing work on developing methodologies and tools for impact evaluations will be fed into this review. The evaluator will also use the NONIE Guidance on Impact evaluation as a reference document.

The review will encompass a review and analysis of various dimensions of poverty and their possible relevance to UNIDO's projects/programmes. It will seek to collect information on how poverty perspectives are mainstreamed in UNIDO project documents, final reports and evaluations and provide guidance on how the poverty perspective can be strengthened.

It is possible that the review will find that, at times, there is little evidence of poverty reduction impact and, in these cases, the consultant should try to suggest how an impact assessment methodology could have been built in the design and

implementation of the programme/project and suggest baselines, indicators, tools and methodologies that could have been used and, maybe even more important, could be used in future similar programmes/projects.

III. Review tasks

The review exercise will be managed by ODG/EVA and carried out by an international evaluation consultant. It will encompass the following steps:

1. Data gathering and analysis

a) Systematic review and analysis of 2008 and 20098 evaluation reports to extract and categorize key impact-oriented findings, conclusions, recommendations and lessons learned.
b) Review of impact oriented documents developed by UNIDO and NONIE, key UNIDO policies and strategies and the RBM Implementation Plan. The review will also draw on the findings, conclusions, recommendations and lessons learned of the COMPID evaluation.
c) Identification of possible gaps in the availability of impact information and the formulation of recommendations on methodologies and tools for ensuring that impact aspects will be considered, in the future, in programme/project design and implementation.
d) Review of impact objectives, indicators and intervention theories being used and the formulation of recommendations for possible improvements.

2. Discussions with relevant UNIDO managers.

Discussion will be held with relevant PTC, OSL, PCF, and PCM managers on opportunities for and constraints to the collection and dissemination of information on the impact of UNIDO's projects and programmes.

3. Reporting

The Review Report should encompass information about impact and incorporate a forward-looking analysis and recommendations. A Review Report of the fist step has been produced. A draft report synthesizing findings from the two reviews should be provided to ODG/EVA and circulated within UNIDO by the end of January 2009. A Final Report, incorporating feedback and comments received will be disseminated at the end of February 2009. The reporting language will be English. ODG/EVA also intends to give an oral presentation of the main findings of the report.

IV. Methodology and review issues

The review will, using the 2008 and 2009 evaluation reports as principal sources of information, collect information on achieved results and to what extent these led to developmental impact or long term effects. Final reports will also be studied in order to complement the information provided in evaluation reports. The results and impact will be assessed against the expected objectives, formulated in the

respective programme/project documents and include a re-examination of the objectives in terms of coherence, relevance and achievability and assess the validity of the approach/theory and to what extent the results chain can be expected to lead to the expected impact. The review shall also look at the use of baselines, indicators and possible methodologies and tools used to provide impact information. In cases, baselines have not been formulated, there is an absence of impact-oriented indicators and in cases there would have been opportunities to introduce a simple methodology to ensure the availability of information on impact, the consultant will provide guidance on how these aspects could have been covered and could be attended to, in future similar programmes and projects. Finally, the review should identify best practices and lessons learned for achieving impact, for measuring impact and for providing evidence of impact. As such, the review will contribute to ensuring the availability and comparability of impact-related information in the future.

The review will, furthermore, try to assess/categorize immediate versus long-term effects and primary versus secondary effects. The latter, keeping in mind that, for instance, for industrial modernization programmes, there might be short-term poverty-related negative effects but that these can be off-set by positive long-tem effects.

The review will apply the basic principle of "realistic evaluation": *"Intervention + Environment = Impact"*.[26] This means that the review must take into account factors external to the UNIDO projects that may have facilitated or impeded the achievement of impact. An effort will be made to try to attribute perceived changes to UNIDO. Although it is widely recognized that it is often more realistic to identify *con*-tribution rather than *at*-tribution of impact, it will be part of the review exercise to demonstrate the plausibility of assumed causal chains from input to impact and to differentiate, as far as possible, the impact of UNIDO interventions from other interventions.

In addition to the evaluation reports, the review will encompass /programme project documents and terminal reports in order to access additional relevant background information as well as information about implementation modalities and results.

A solid foundation for developing UNIDO's impact evaluation methodology has been laid by a study on *"DEVELOPING A METHODOLOGY FOR IMPACT EVALUATION AT UNIDO: POSSIBLE ROUTES AND OPTIONS".* The findings and recommendations of this study will be used as a methodological guidance for this evaluation. The review will also use the Methodological Guidance Document on Impact Evaluation, developed by NONIE. Different dimensions of poverty will be used, in line with DAC Guidelines; Promoting Pro-Poor Growth; Policy Guidance for Donors; OECD, 2007.

V. Review consultant

The review will be carried out by an external consultant, with the required qualifications and experience. More precisely, the evaluation requires in-depth

[26] Pawson, Ray and Tilley, Nick; Realistic evaluation; 1997

knowledge and experience in impact evaluation and in working with poverty perspectives in UNIDO's area of competence. The main skills required for the review are:

- Systematic document review and analysis
- High level synthesis skills
- Structuring and drafting skills to make information accessible and meaningful to UNIDO management

The specific tasks and outputs of the review consultant are described in the attached Job Description.

Annex 1 to the ToR
Job description

What has UNIDO done to reduce poverty – Evidences from UNIDO Evaluations

JOB DESCRIPTION

Post title	International impact evaluation consultant
Post number	XPGLO08036-1152-2009 XPGLO08036-1151-2010
Duration	28 days spread over 2 months
Date required	15 Dec. 2009 to 14 February 2010
Duty station	Home base with travel to Vienna HQs

Duties

The consultant will undertake a desk review of evaluations undertaken by UNIDO in 2009. The review will be carried out in accordance with the ToR developed for the review and in consultation with the ODG/EVA. The consultant will be responsible for drafting a synthesis report covering both 2008 and 2009 evaluations. In particular, he/she will be expected to:

Duties	**DURATION**	**Location**
• Undertake a desk review of evaluation reports, if necessary to be complemented with project documents and final reports. • Analyze reported impact and impact evaluation methodologies and tools used. • Familiarize her/himself with impact guidance document developed by NONIE. • Make proposals for improved impact methodologies and tools and for mainstreaming poverty issues in UNIDO's programmes	11 days	Home base
• Draft report	8 days	Home base

• Discuss preliminary findings with ODG/EVA staff and relevant UNIDO managers. • Present the draft report.	7 days	Vienna
• Prepare a final report, incorporating comments received and in accordance with UNIDO standards.	2 days	Home base
Total	**28 days**	

Qualifications:

- Advanced university degree in management and/or economics or other development related field;
- Extensive knowledge and experience of impact evaluation and working with poverty perspectives;
- Extensive experience in the implementation, monitoring and evaluation of projects;
- Knowledge of UNIDO activities and experience in working with the UN system desirable.

Language: English

Background information:

- Terms of Reference

Annex 2
UNIDO 2008 Evaluations and Programme/Project Documents Reviewed

(# corresponds to the same # in Set of Matrices in Annex 5)

***Iraq:* Promotion of cottage industries n rural and urban areas project in Iraq (# 1)**

UNIDO and FAO (December 2007): Independent Evaluation Report. *Promotion of Cottage Industries in Rural and Urban Areas Project.* (FB/IRQ/04/001 (UNIDO Project Number). OSRO/IRQ/405/UDG (FAO Project Number).

UNIDO, UNDG and FAO (2006): Six Month Project Progress Report (January-June 2006): *Promotion of Cottage Industries in Rural and Urban Areas.*

UNDG Iraq Trust Fund Steering Committee (undated): Project Title: *Promotion of Cottage Industries in Rural and Urban Areas.* A proposal to address food security and poverty alleviation by increasing household incomes through introducing them, particularly women and women headed households, to small scale income generating cottage activities.

***Indonesia:* Country Service Framework Indonesia (# 2)**

UNIDO (July 2008): *Independent Evaluation of the Country Services Framework of Indonesia, 2005-2007.*

UNIDO (2008): *Programme Progress Report (as of end March 2008), Indonesia, Phase I.I*

UNIDO (February 2007): *Self-Evaluation Report for Project covering May 2006-February 2007,* Project number GF/INS/02/008.

UNIDO (May 2005): *Country Service Framework 2005-2007.*

***Sierra Leone:* Integrated Programme in Sierra Leone (# 3)**

UNIDO (2008): Independent evaluation Sierra Leone. *UNIDO Integrated Programme Post-conflict SME support programme for industrial development and poverty alleviation.*

UNIDO (2005): A Progress Report (as of 31 October 2005). *Integrated Programme Siera Leone. Post-Conflict SME Support Programme for Industrial Development and Poverty Alleviation.*

UNIDO (2004): Programme Document. *Post-Conflict SME Support Programme for Industrial Development and Poverty Alleviation.*

***Uganda*: SKIPI (# 4)**

UNIDO (2009): Independent Impact Evaluation. *SKIPI Uganda. Skills for Peace and Income*, TF/UGA/05/003.

***Iraq:* MISP II (# 5)**

UNIDO (2009): Independent Evaluation. *Community Livelihoods and Micro-Industry Support Project in Rural and Urban Areas of Northern Iraq (MISP II),* FB/IRQ/06/0023 (UNIDO Project Number, OSRO/ITQ/602/UDG (FAO Project Number).

***Lebanon*: LAISER (# 6)**

UNIDO (2009): Independent External Evaluation. *Lebanese Agro-Industry Support and Economic Recovery. 'Support for Livelihoods and Economic Recovery in War-affected Areas of Lebanon',* FB/LEB/07/001.

***Thematic:* UNIDO Post Crisis Rehabilitation (# 7)**

UNIDO (2009): Terms of Reference. *Thematic Evaluation of UNIDO's Post Crisis Rehabilitation,* Project Number XP/GLO/09/009.

***Burkina Faso*: Integrated Programme in Burkina Faso (French) (# 8)**

ONUDI (2008): Evaluation indépendante du *Programme Intégré de l´ONUDI au Burkina Faso.*

UNIDO (2007) : A Progress Report (as of 31 May 2007). *Integrated Programme Burkina Faso.*

ONUDI (2004) : *Appui à l´initiative privée et renforcement des capacités des entreprises agro-industrielles. Programme Etabli en Appui à la Stratégie Nationale de Lutte Contre la Pauvreté,* Phase II 2004-2007.

ONUDI (Septembre 2003): Rapport de la mission d'évaluation. *Amélioration de la competitivité des Industries Agroalimentaires en vue de la Création d'emplois au Burkina Faso.*

***Ethiopia:* Integrated Programme in Ethiopia (# 9)**

UNIDO (2007): A Progress Report (as of 3 May 2007*). Integrated Programme Ethiopia.*

UNIDO (July 2003): Report of the Independent Evaluation. *Integrated Programme For Private Sector Development, Enhanced Industrial Competitiveness and Environmentally Friendly Production.*

UNIDO (August 1999): *Integrated Programme for Private Sector Development, Enhanced Industrial competitiveness and Environmentally Friendly Production.*

***Ghana:* UNIDO Integrated Programme for poverty reduction and competitiveness in Ghana (# 10)**

UNIDO (2008): Independent Evaluation Ghana. *UNIDO Integrated Programme for Poverty Reduction and Competitiveness.*

UNIDO (2007): Programme Progress Report (as of end October 2007). *Ghana Phase II. Integrated Programme for Poverty Reduction and Competitiveness.*

UNIDO (October 1999): *Capacity Building for Growth Oriented and Competitive MSME Development.*

***Saudi Arabia*: Integrated Programme in the Kingdom of Saudi Arabia (# 11)**

UNIDO (March 2008): *Independent Evaluation of the Integrated Program in the Kingdom of Saudi Arabia*. (Draft).

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Annex 4
UNIDO Managers Consulted at Headquarters

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Mr Manuel Albaladejo – Industrial Development Officer, Trade Analysis and Compliance Infrastructure Unit, Trade Capacity-Building Branch

Dr Ludovico Alcorta – Director, Research and Statistics Branch

Ms Giovanna Ceglie - Chief, Clusters and Business Linkages Unit, Industrial Policy and Private Sector Development Branch

Mr Michele Clara – Clusters and Business Linkages United, Industrial Policy and Private Sector Development Branch

Mr Mohamed-Lamine Dhaoui – Officer-in-Charge, Industrial Policy and Private Sector Development Branch

Ms Fatou Haidara – Director, Special Programmes Group

Mr Seiichiro Hisakawa – Chief, Rural and Women Entrepreneurship and Human Security Unit, Industrial Policy and Private Sector Development Branch

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Mr Johannes Dobinger – Evaluation Officer, Evaluation Group, Bureau for Organisational Strategy and Learning

Mr Peter Loewe – Senior Evaluation Officer, Evaluation Group, Bureau for Organisational Strategy and Learning

Ms Thuy Thu Le – Evaluation Officer, Evaluation Group, Bureau for Organisational Strategy and Learning

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Mr Lalith Goonatilake – Director, Trade Capacity Building Branch

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Annex 5
Findings on Programme/Project Contributions to Poverty Reduction

#	Programme/Project
	Post Crisis Rehabilitation
1	Iraq (cottage industries)
2	Indonesia (CSF)
3	Sierra Leone (seed money for IP)
4	Uganda (multi-skills training; IP component)
5	Iraq (micro-industries, livelihoods)
6	Lebanon (livelihoods)
7	Number of countries (thematic)
	Integrated Programmes (IP)
8	Burkina Faso II (French)
9	Ethiopia II
10	Ghana
11	Saudi Arabia
12	Senegal (French)
13	Uganda
14	Uganda (Component of IP)
15	Ethiopia (Component of IP)
16	Syria
17	Cameroun (French)
	Investment Technology and Promotion Offices (ITPO)
18	Number of countries
19	Bahrain
20	Greece
21	China (Beijing)
22	China (Shanghai)
	International Technology Centres
23	Italy (Science and High Technology)
24	China, Beijing (Materials Technology Promotion)
25	China, Shanghai (Information Technology Promotion)
26	Turkey (Hydrogen Energy Technologies)
	Cluster and Networking Development (CND)
27	Peru
28	Nicaragua II (Spanish)
29	India
30	Morocco
31	Number of countries
	POP Capacity Building
32	China
	Cleaner Production
33	Cambodia
34	Laos
	Global Mercury Project
35	Number of countries
	Sustainable Industrial Resource Management

36	Nicaragua (Spanish)
	Combating Living Resource Depletion and Coastal Area Degradation
37	Guinea
	Small Scale Hydro Power Projects
38	Cambodia
39	China
40	Kenya
	Standards, Metrology, Testing and Quality (SMTQ)
41	Mozambique
42	Tanzania
43	Bangladesh, Bhutan, Maldives, Nepal
44	Côte d'Ivoire, Senegal, Togo
45	Ghana
46	Mekong Delta (Cambodia, Laos PDR, Vietnam)
47	Sri Lanka
48	Lebanon
49	Number of countries
	UNIDO Institutional Development
50	Field Mobility
51	COMPID
52	Cooperation Agreement UNIDO-UNDP

Iraq: Promotion of cottage industries ***# 1***

- UNIDO (2007): Independent Evaluation Report. *Promotion of Cottage Industries in Rural and Urban Areas Project.* (FB/IRQ/04/001 (UNIDO Project Number) and OSRO/IRQ/405/UDG (FAO Project Number))

Effects on Multi-Dimensional Poverty Reduction – Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio- Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development goals:*** (p 4) o Poverty alleviation in vulnerable households located in the district of Nassriya, and other selected districts of the Lower South of Ira. o Create jobs and increase the income level of the households in the targeted communities through the promotion of appropriate cottage industry activities • ***Immediate objectives***: (p 4) o Introduce vulnerable households to appropriate and sustainable small scale income generating activities o Upgrade the skills base of existing households currently undertaking cottage activities in the project areas o Establish cottage activity associations o Establish cottage industry facility centers to act as project focal points								
Job creation and increased income in cottage industry (p 10) Tool kits on grant basis to individual beneficiaries (p 11, p 31)			Selection criteria/mechanism to ensure focus on the most vulnerable (p 6) Beneficiaries selected in a transparent manner by sub-district, district committees (p 27) Social capital and human assets strengthened (p 31)		Targeting vulnerable groups and especially women and children (p 4) - as per Pro Doc			Logframe, but - lacks consistency in terminology and various parts of the Pro Doc - immediate objectives presented as activities and state what the project will do rather than what it is aiming at (p 9) Means-ends relationships not always obvious (p 10)

Assessment in evaluation/documents:

- Before they joined the project, the beneficiaries were unemployed for over 4 years on average and declared that their level of income ranged from nothing to very low (p 29)
- The Evaluation Team considers that a ratio of 4 out of 5 of trained beneficiaries are self employed or hired to perform an activity related to his/her training field is an indicator of high rate of success in employment and income generation (p 30)
- About 13% of individual recipients of toolkits acknowledged that they sold their toolkits for reasons of poverty and lack of access to finances to buy raw material to start a business (p 30)
- Deteriorating security situation not anticipated (p 36)

Pro-poor recommendations in evaluation:

- Initiate immediately outcome-oriented M&E system (p vii)
- Lesson: apply appropriate internal appraisal process to ensure the quality of project documents and of project design, in particular a straight intervention logic to facilitate result-oriented monitoring and management (p viii)

Indonesia: Country Service Framework ***# 2***

- UNIDO (July 2008): Independent Evaluation of *The Country Services Framework (CSF) of Indonesia, 2005-2007*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio- Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 8) o Contribute to sustainable industrial development of Indonesia ▪ Supporting the development and growth of private sector and SMEs (no project implemented) ▪ Supporting energy efficiency and environmentally sustainable industrial development (3 of 4 projects implemented – but only one included in evaluation) ▪ Supporting the recovery and rehabilitation of communities in the tsunami affected areas and post conflict areas (3 of 5 projects implemented – all included in evaluation)								
Livelihoods and income-generating activities (p 16) Promoting SMEs – connected sellers and buyers (p 17)			No clear beneficiary selection criteria (p16) Phase II of one project - clear criteria but final selection left to Village Production Groups increasing risks for poor villagers to be left behind (p 17)			Support phase-out of POPs (p 15)		No logframe analysis and cause-and-effect relations not apparent in design document (p 13) Outputs not very specific in quantifiable terms (p 13) Information on results is no collected in an organised/ systematic manner (p 19, 20)

Assessment in evaluation/documents:

- Strong emphasis on project inputs and physical outputs. Seems to have detracted from an emphasis on what were really being sought for from the project interventions, which is the achievement of relevant environmental improvements, social and livelihood gains, and poverty reduction (i.e. MDG style impacts) (p 5)
- Poor linkages to post-project sustainability and lack of community involvement (p 5)

Pro-poor recommendations in evaluation:

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Sierra Leone: Integrated Programme ***# 3***

- UNIDO (2008): Independent Evaluation Sierra Leone. *UNIDO Integrated Programme Post-conflict SME support programme for industrial development and poverty alleviation*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators - output -outcome**
• ***Development objective:*** (Pro Doc p 16) o Primary goal: '..to support the government's poverty reduction strategy and economic recovery programme in the areas of employment and income generation through small- and medium-sized enterprise development, with emphasis on the rural areas and agro-industry development' (Pro Doc p 16) o Five components: i) improve policy environment for the development of MSMEs led by entrepreneurial and investors' initiatives; ii) reduce the development gap between the economies of provinces and Freetown with human resource development for MSM entrepreneurship promotion in the provinces based on the self-reliant market-demand-led growth; iii) improve food security by reducing post-harvest losses of agricultural produce through the promotion of commercial post harvest activities; iv) improve market access and competitiveness of the food sector (special focus on fisheries); v) capacity building in food science and technology (Evaluation p viii)								
Potential results – imparted skills and increased production and value added processing for targeted beneficiaries (p x) – but very limited number (20 persons mentioned) (p 20)	Focus on food security – priority to staple food commodities (p ix)	No mapping of private sector actors (p xi)			Girls-mothers among beneficiaries (p 17)			Outputs for each immediate objective for each component but - general weakness that immediate objectives often stated as activities - causal linkages between outputs and immediate objectives were often weak (p 9)

Assessment in evaluation/documents:

- IP can be seen as an integrated programme with reinforcing components, outputs and outcomes and potential synergy effects (p 9) and
- IP relevant in relation to policies and priorities in PRSP and draft UNDAF (p ix) – but never became operational (p x)
- Two of five components partially implemented – remaining three components were not funded (p viii) – no attempt to review in spite of limited funding (p ix)

- Too early to say to what extent the supported growth centres will foster entrepreneurial development, employment and income generating opportunities for poor segments of the population ´p x)
- Main focus rehabilitation of three rural Growth Centres (p 1). The growth centres heavily subsidized – can have negative effects on the business development service market and private sector development (p xi).
- IP mainly focussed on the supply side – areas of markets and market development more or less overlooked (p xii)
- Risk that new technology not affordable by people in poor rural communities who have no access to financial services. Surprising that mechanised equipment was selected for communities without electricity supply (p 11)

Pro-poor recommendations in evaluation:

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Pro-poor lessons learned for wider applicability:

- Formulation of a proposal for business development service or market development, including sector and sub-sector analyses in order to identify sectors with short- and long-term growth potentials and strategies on how to promote the participation of subsistence producers in the market (p xiv)

Uganda: SKIPI ***# 4***

- UNIDO (2009): *SKIPI Uganda. Skills for Peace and Income,* Independent Impact Evaluation

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review***	
Economic • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets
• ***Development objective:*** (p v; p 8) o The *overall goal* has been to contribute to the Government of Uganda efforts aimed at ▪ The social and economic reintegration of veterans, former rebels and their families into civilian life, and ▪ The eradication of poverty in particularly rural farming communities o The *immediate objective* was to provide veterans, former rebels, their dependents and the wider communities in Yumbe with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods								
Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)	Chosen district area with high prevalence of poverty (p vi) Income impact – steep increase in income for graduates (p vii, 37)

Assessment in evaluation:

- Training participation was made an attractive package: training – and lodging for residential courses – were for free and trainees in addition received a daily subsistence allowance of 1USD. After successful completion, graduates were provided a professional tool kit, of a value ranging from USD 30 to USD 500 (p 22)
- Careful selection of candidates is essential... not necessarily focus on the poorest of the poor but rather on the most able, selected from the most needy and deserving candidates (p x-xi).
- The model should only be applied in what may be called 'real' post-conflict situations (p 43). Sufficient attention should be paid to exit strategies (p 44)
- Thorough demand analyses are required to ensure that the selected prioritised professions are as close as possible to the actual demand in the service and labour markets in the region (p ix, 44). Only hands-on, directly applicable skills should be taught (p 43).
- SKIPI has all essential characteristics of a scholarship programme, with the core argument being that it is based on real competition for the available seats. ... Seen from this perspective, the discussion on providing the training and as well as the tool kit for free is redundant, as students in other scholarship programmes also receive the full package for free (p ix). (NOTE: no reference to which other programmes that would be.)
- Findings confirm the impact logic of SKIPI, first and foremost for the direct beneficiaries but also for their communities. ...other village people have indirectly profited as the graduates contribute to a better functioning of the communities (p 42).

Pro-poor recommendations in evaluation: --

Iraq: MISP II ***# 5***

- UNIDO, FAO (2009): *Community Livelihoods and Micro-Industry Support Project in Rural and Urban Areas of Northern Iraq (MISP II),* Independent Evaluation Report.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 16) o 'Economic recovery of North Iraq (Erbil and Sulaymaniyah Governorates) supported through training of individual members of vulnerable households with the view for them to be employed or to engage in viable food and non-food MSSE activities' • ***Immediate objectives:*** (p 16) o 'Capabilities enhanced in the Ministries of Industry and Agriculture and the selected VTCs for training and mentoring project beneficiaries in selected categories of appropriate technologies, bus9nes management and marketing' o 'The state of 2000 vulnerable households in 12 districts of Erbil and Sulaymaniyah Governorates improved beyond the vulnerability threshold through self and other employment of household members (core project beneficiaries are: martyr families, women headed households/widows, low income villagers, IPDs, returnees and youth)'								
Toolkit programme to support the trainees (p 24) Production groups supported with machinery, equipment and training (p 24) Generally incomes have increased or are expected to increase for project beneficiaries (p 36) Project coverage little more	Vulnerability assessed to have been reduced (p 9) Multi-dimensional measure of vulnerability. Nine (9) criteria used for selection of beneficiaries (p 21)		Some interaction with District and Sub-district authorities and village elders only when identifying beneficiary candidates (p 22)		Women-headed households/widows among core project beneficiaries (p 16) 71% of trained beneficiaries were women (p 31) Training centres located in close geographical proximity to targeted			

than 1% of vulnerable households in area - but high economic multiplier effect expected (p 10) Production groups' prospects for expansion varied considerably – open market competition (p 39)			Identification and selection process * of TOT not documented and not transparent (p 26) * of beneficiaries to be trained objective and transparent (p 32) * of beneficiaries to receive tool kit objective and transparent (p 33) * of production groups seems not sufficiently transparent and not documented (p 37) * of VTCs objective but not documented and probably not transparent (p 40)		communities – particularly important for women (p 8) Gender-disaggregation of beneficiaries in training (p 34): * yes – for type of training * no - for youth * no- for recipients of tool kits			
Assessment in evaluation: • Project Logical Framework as presented in the Pro doc is not fully developed and includes some inconsistencies, wrong phrasings and missing links between outputs and activities (p 19) • Target beneficiaries re-defined to be members of vulnerable households and not the households as such (p 21). Earlier single line vulnerability criterion 'household income less than 400 USD/month' was amended to include 9 criteria: marital status; health status; perceived quality of life; number of dependants; number of working family members; animal ownership; land								

ownership; asset ownership; household income level. Spider web diagrams used to get a quick overview of a candidate's eligibility y (p 21)

- Only 30% of TOTs are significantly engaged with project tasks (p 29). Post-training mentoring of trained beneficiaries (TOB) a huge task (p 29). Post-training mentoring is a core component of the project (p 33)
- Evaluators question whether it is a good idea to have a uniform set of toolkits or whether it would be better if each beneficiary could decide within a certain among which tools he/she would prefer in order to develop their business (p 35)
- Capabilities enhanced within MoA but not in MoI (p 11)
- Project impact on economic recovery on Northern Iraq could not be measured due to the short actual implementation period (about one year) (p 12, 40)

Pro-poor recommendations/lessons in evaluation:

- Up-coming MISPs should adopt the multi-dimensional vulnerability criteria associated with the beneficiary selection (p 13)
- Provide technical and vocational training for skills and products with high unsatisfied market demand (p 13)
- Introduce decentralised training model for training of beneficiaries (p 13)

Lebanon: LAISER ***# 6***

- (2009): *Lebanese Agro-Industry Support and Economic Recovery. 'Support for Livelihoods and Economic Recovery in War-affected Areas of Lebanon',* Independent External Evaluation.

Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 13) o Support economic recovery and restore livelihoods in war-affected areas of Lebanon thereby generating employment and alleviate poverty in the country. • ***Immediate objectives:*** (p 13) o Strategic support to the Ministry of Industry to monitor and implement the programme for the rehabilitation of the agro-industrial sector. o Provision of technical assistance and inputs for the rehabilitation of damaged agro-processing facilities both in rural and urban areas.								
Significant number of jobs produced and expected to further increase in client companies (p 25) Some doubts whether the selected training topics were demand-oriented and based on a needs assessment (p 30)			Needs based, impartial and transparent selection process instrumental for success (p 5)	Some enterprises introduced new human resource management techniques, including workplace health and safety related improvements (p 26)	27% female participants in number of trainees (considered an achievement because many trades traditionally dominated by men) (p 23)	Environmental assessments as part of selection process (p 16)		Confusion between outputs and outcomes. Indicator for output and outcome the same for one immediate objective (p 14)

Assessment in evaluation:

- Reliable and updated information on the current situation in the five selected industrial sectors is not available (p 11)
- The project went through several stages of negotiations and planning, which did not necessarily improve the stringency of the intervention logic and the logical framework (p12-13). ...logical framework ...deficiencies in stringency and consistency.. (p 15)
- The logical framework suffers from a number of logical flaws and shortcomings (p 14)
- While the direct relevance of the project for beneficiary companies is high and undisputed, its overall relevance for development in the five sub-sectors is probably not so high. However, this was never aimed for in the project's design. LAISER was given clear and direct task that 75 to 100 war-damaged enterprises should commence production again (p 27).
- Clients selected in full transparency and impartially (despite substantial external pressures it was exposed to initially) (p 27)
- Selection process started with a list of applications p 16). Visits and assessments in four dimensions undertaken: legality; employment generation potential; production and market capacity; export potential. **Note**: nothing is said in the Evaluation about how the initial list was compiled, e.g. how was information disseminated about the opportunity to apply?

Pro-poor recommendations/lessons in evaluation:

- With a 'freebie' element it is important to have strong support from decision makers in efforts to be fully transparent and resist undue pressures (p 6)
- Database on beneficiaries should include outcome information such as the pre- and post-project job situation in the beneficiary companies (p 17)

Thematic: Post Crisis Rehabilitation ***# 7***

- UNIDO (2009): Terms of Reference: *Thematic Evaluation of UNIDO's Post Crisis Rehabilitation,* Project Number XP/GLO/090/009

Effects on Multi-Dimensional Poverty Reduction – Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • **Output** • **Outcome**
• ***Development objective:*** o Overall objective of Thematic Evaluation: To guide the future direction of UNIDO post-crisis interventions								
								Evaluation issues: - Analysis of coherence and operational relevance in RBM terms - Typical intervention logic - Quality of intervention logic and baseline information - Progress monitoring? - Use of logframe?

Assessment in evaluation:

- Terms of Reference strong on assessing intervention logic, baseline information, and monitoring in accordance with logframe, including quality of these.

Pro-poor recommendations in evaluation: --

Burkina Faso: Integrated Programme (Phase II) ***# 8***

- ONUDI (2008): Evaluation indépendante du Programme Intégré de l´ONUDI au Burkina Faso. *Appui à l'initiative privée et renforcement des capacités des entreprises agro-industrielles*
- UNIDO (2007): *A Progress Report* (as of 31 May 2007). Integrated Programme Burkina Faso.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o 'contribuer à promouvoir une croissance économique forte avec un haut niveau d´emploi pour lutter contre la pauvreté et le chômage (ProDoc, p 15 and Evaluation, p 13) o 'aims at contributing to the government's efforts to achieve sustained high growth rates and reduce poverty by promoting improvements in productivity in the agro-based industries, as the motor of the economy (Progress Report, p1). o Four components: i) support to priority agro-industrial sub-sectors (food processing; textile; agricultural machinery); ii) development of; iii) enterprise upgrading in view of improving industrial competitiveness; iv) industrial international partnerships (Evaluation, p xii)								
Supported local value addition (examples of what aimed for but no evidences) People trained – but difficulties find a job or buy equipment				Awareness raising on importance of nutrition for young children (no evidences of increased intake though)	Women targeted for training and developing of fruit processing			No Logframe - success indicators in Pro doc do not include any outcome for poverty reduction

Assessment in evaluation/documents:

- Almost no financing except for UNIDO seed money.
- Results remain rather limited. – employment generation limited – self-employment is not encouraged – number of enterprises covered was small
- Efforts to improve the quantity and quality within the dairy sector have a direct effect on poverty reduction – dairy factory not yet technically operational though.
- Not documented whether pilots have served as an example for others.

Pro-poor recommendations in evaluation:

- Strengthen operational linkages and complementarities between IP and UNIDO regional programmes
- Base a future UNIDO cooperation framework on national priorities – ensure coherence with UNDAF
- Examine ex ante how 'pilot processing units' will operate once project assistance ends – requires exit strategy at the very start and to be clear about their purpose (to produce, to train, and/or to demonstrate)

Ethiopia: Integrated Programme ***# 9***

- UNIDO (2007): A Progress Report (as of 3 May 2007). *Integrated Programme Ethiopia*

Effects on Multi-Dimensional Poverty Reduction – Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (Progress Report p 2) o Aims at: 'developing technical cooperation activities through an integrated approach for the potential contribution of industry to poverty alleviation in light of the performance and structure of the manufacturing sector' o Two Components: i) Private sector led enhancement of competitiveness of manufactured products (priority sub-sectors: textile and garments; leather and leather products: and selected areas of agro-industry) and ii) Poverty alleviation through improvements in the efficiency of primary agro-based resources in rural areas								
Expects to promote income generating activities (p 3; p 14)				Objective to improve nutritional status in impoverished communities (p 14)				Progress reporting against expected outputs – no mention of logframe

Assessment in evaluation/documents:

- The Programme will lead to improved performance of agro-based supply chains and will contribute to the fulfilment of the Government's main objective, namely promotion of income generating activities for economic growth and poverty alleviation (p 3)

Pro-poor recommendations in evaluation:

- Evaluation of Phase I recommended better application of logframe and inclusion of baselines specific result indicators (p 11) (note: not been able to verify whether this has happened as Pro Doc Phase II not among documents

Note:

- Progress Report for Phase II sole basis for review (Other documents available were Programme Document, 1999, Phase I, and Evaluation of Phase I (2003)).
- Progress Report constitutes a reporting on inputs and activities in relation to expected outputs – not possible to see to what extent expected project objectives are reached.

Ghana: Integrated Programme ***# 10***

- UNIDO (2008): Independent Evaluation Ghana. *UNIDO Integrated Programme for Poverty Reduction and Competitiveness.*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p xii) o Main objective in reformulated IP (2004): 'To achieve competitiveness of the manufacturing sector based on MSMEs as the engine of growth with due attention to environmental and energy efficiency' o Seven components: i) Entrepreneurship; ii) Technology and Investment; iii) Technical Skills Upgrading; iv) Quality; v) Environment; vi) Industrial Policy and vii) Energy								
Skills development (p xv) and business improved (p 17) (entrepreneurship, rural)				Created awareness of mercury health hazards to artisanal miners and the general population - recommendations not implemented (p xv)	Targeting women entrepreneurs at the community and village levels (p xiv)			Logframe in place but: - no specific quantifiable targets for the expected benefits to track the real additionality of the IP's contribution (p 10) - process indicators for key principles such as ownership and partnership should also have been monitored (p 11)

Assessment in evaluation/documents:

- There is very little complimentarity between elements of the programme and limited coherence with external programmes (p xv)
- Very little attention given to exit and replication strategies (p xv)
- No clear evidence that the investment forum leads to actual investment outcomes for participating SMEs (p 24, technology and investment component)
- No emphasize on compilation of baseline data in design process (p xiii)
- Three major components were significantly under-funded (p xiv)

Pro-poor recommendations in evaluation:

- Private sector development will be a key factor in the fight against poverty in Ghana, especially in the rural areas. Further analysis and additional strategies for rural industrialization are needed to meet Ghana's development goal (p xvii)
- Ensure M&E is undertaken in the future – monitor results of programme activities, outputs and outcomes and take necessary action where such outputs or outcomes fall short of expectations (p xviii)

Note:

- Main objective does not explicitly refer to 'poverty reduction'

Saudi Arabia: Integrated Program ***# 11***

- UNIDO (March 2008): Independent Evaluation of the *Integrated Program to the Kingdom of Saudi Arabia*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 20) o 'enhance industrial competitiveness and diversification' o Three components: ▪ Strengthening the capabilities of industrial governance ▪ Formulation of industrial policies ▪ Organization of support services								
					New entrants to labour market, especially youth and women (p 16)			No logframe (p 40) Intervention logic not clear (p 40)

Assessment in evaluation/documents:

- UNIDO should reinforce the rule that a logframe is compulsory for all programme documents (p ix)
- The lessons should be drawn that a programmr or project supporting a policy making process should reach out beyond delivery of the output and accompany the process from output to outcome (p viii)
- Approach differs from ordinary UNIDO approach – UNIDO acting more as a consultant to KSA (entirely paid by KSA),(p 48)

Pro-poor recommendations in evaluation:

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Note:

- Poverty not mentioned at all (KSA a middle-income country)

Senegal: Integrated Programme II (Programme Intégré – French) ***# 12***

- ONUDI (October 2008)*:* Évaluation indépendante *Compétitivité et densification du tissu productif fondé sur un partenariat efficace Etat-Secteur Privé.*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o 'Doter le Sénégal de capacités institutionnelles et d'outils méthodologiques performants en en réseau aptes à renforcer la compétitivité el la densification du tissu productif dans le cadre des priorités du DRSP, de la Stratégie de Développement du Secteur Privé et à contribuer de manière pilote à l'intégration économique de la sous-région' (p 20) o Two components: a) Industrial upgrading and b) Micro- and Small Enterprises (MSE)								
Training – but unable verify extent to which actually used Multi-functional platforms for poverty reduction – performance not known					Enterprise level beneficiaries – incl many women run businesses (p xvii)			M&E of better quality than in similar projects- but not possible describe and analyse effects at beneficiary level (p xviii)

Assessment in evaluation/documents:

- Component a) Successful in transfer of know-how in South-South cooperation (p xvi) - actual throughput of MAN program still quite limited (p xvi) – participants seem to underestimate the importance of immaterial investments in a well-balanced approach to industrial upgrading (p xvii) -on-funded activities: strategic competitiveness policies, subcontracting and industrial partnerships, textile centre, cleaner production (p xvii)
- Component b) Several projects implemented relatively autonomous fashion (p xvii)

Pro-poor recommendations in evaluation:

- Propose to the Government an impact monitoring system for the upgrading programme (p xix)

Uganda: Integrated Programme II ***# 13***

- UNIDO (2008): Independent Evaluation. *UNIDO Integrated Programme. Agro-Processing and Private Sector Development – Phase II*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
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• ***Development objective:*** (Pro Doc p 20) o 'to contribute to poverty reduction and export promotion focusing on agro-processing and private sector development, specifically: ▪ Strengthen the capacity of the agro-processing support framework and develop the human resources required ▪ Strengthen the capacity of micro and small-scale entrepreneurs focusing on rural areas and women ▪ Promote business partnership and market networking between local and foreign entrepreneurs (limited funding – thus limited actual implementation) o Seven components: i) Industrial Policy: strengthening the Department of Industry and Technology of the MITTI: ii) FOOD: strengthening the Food Industry Supply Chain; iii) MCP: Master Craftsman Programme focusing on rural women; iv) UCPC: Enhancing cleaner production; v) TEXDA: Assistance to Textile and Garment MSEs; vi) DBIC: Establishment of 8 pilot District Business Information Centres; vii) SKIPI: Multi-skills training and community facility for ex-combatants (skills for peace and income)								
Employment creation and income generation (MCP) (p 43) Increased income (TEXDA) (p 48) Indications of income generated (SKIPI) (p 56)	Ex-combatants integrated (SKIPI) (p 18)	Requests for closer involvement of beneficiary population to increase local ownership and transparency (SKIPI) (p 22)	Adjusted to having children accompanying the mothers to training (MCP) (p 41)		Clear focus on women in one component (MCP) (p 41) Not mainstreamed (p 69)	Environmental sustainability integrated (p 18) Energy and raw materials savings (UPCP) (P 45)		Effort made to follow results-based management – logically linking objectives/outcomes, outputs and activities – though not always with success (p 7) – deficiencies in logframe/indicators, e.g. - FOOD (p 33; p 38) - UCPC (p 45)

Assessment in evaluation/documents:

- A focused programme with inter-related components and potentials for synergies (p 6; 26) – contribute to five MDGs (poverty (1); gender (3); HIV/AIDS (6); Environment (7); global partnership (8)) (p 22)
- Argued that only a rise in productivity and diversification of the agriculture sector would enable pro-poor growth (p 15)
- Relevant: addressed real weaknesses, constraints and bottlenecks to industrialization and private sector development (p 18)
- Contributed to economic growth and poverty reduction with rather localized intermediate effects but with potential for long-term effects (p viii). High likelihood that will contribute to poverty reduction, in the short but primarily in the medium and long term (p xii)
- Pilots(post-harvest) less positive picture: i) not replicable (small groups of beneficiaries were provided expensive equipment for free) and ii) not possible assess additional income generated for the participating farmers and export companies (p 38), and iii) sound and comprehensive value chain analysis would have been helpful (p 39)
- TEXDA: Outreach to rural women only materialized indirectly due to lack of funds and transportation (p 48)

Pro-poor recommendations in evaluation:

- Separate line of activities could be run in less developed areas of the North and focus more on self-employment and socio-economic development objectives (p xiv)

Uganda: Business Information Network II (component of IP II) ***# 14***

- UNIDO (July 2008): Independent Evaluation Uganda. *Strengthening the Ugandan Business Information Network II. Establishment of eight Pilot District Business Information Centres,* UNIDO project UE/UGA/04/062

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 6) o To strengthen national and district policies and institutional frameworks on knowledge exchange by means of ICT technologies for the development and support of Small and Medium Enterprises in Uganda capital and eight selected districts								
					Gender-sensitive approach did not materialize (p xvii)			No logframe which qualifies as logframe – (p 16) M&E very basic and limited to measuring quantitative outputs (p xviii, p 18)

Assessment in evaluation/documents:

- Assessed needs in terms of increasing its impact from gender perspective – however more active and concrete measures called for (p xiv, p 16)
- Awareness raising – would have needed to plan more detailed mechanisms to reach out based on assessment of most effective routes of reachint out to people and businesses in remote areas (p xiv, p 16)
- Potential for impact - targeting individual business women with potential to grow as business persons will probably lead to larger economic and social impact (p xix)
- Dropped envisioned output to increase capacity for the schools and hospitals to use the enhanced ICT infrastructure (p 32)

Pro-poor recommendations in evaluation:

- Access to information about the MSME sector should be improved substantially and made available (p xxi)
- Uppgrade overall ICT literacy among the businesses / population (p xxi)
- Promote gender perspectives in the form of concrete project activities (p xxi)

Ethiopia: MSMEs ***# 15***

- Pietrobelli, Carlo et.al. (2009): *Unleashing the Potential of MSMEs in Ethiopia,* Evaluation Report.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 4, 14) o To 'reduce poverty and improve livelihoods through enhanced capacity of micro- and small scale operators in selected sectors to access markets with products of adequate quality' • ***Immediate Objectives:*** (p 4) o i) Creation of a coordination and implementation framework to steer and implement the project o ii) Establishment of institutional mechanisms for training of the CDAs and an improved public private dialogue for the development of the MSME sector o iii) To improve the capacity of support institutions to provide services in entrepreneurial, technical and management training o iv) Provision of direct assistance to promote four MSME clusters, one each in the areas of leather footwear, ready-made garments, handloom weaving and metal & wood works o v) Provision of technical assistance to the national and regional MSME support institutions, in mapping clusters and implementation of cluster development program								
		Participatory diagnostics studies on each cluster (p 25)						Impact and outcome indicators mostly too generic and no strategy for the measurement has been developed (p 20)

Assessment in evaluation:

- Design could have benefited from explicit links between the pilots and the institutional outcomes (p 4, 20)
- Absence of clear ranking of priorities makes it impossible to monitor strategic outputs and evaluate impact (p 5)
- Excessive focus on supply-side and production, and assumption of existing market demand (p 5, 27)
- M&E system has not been implemented...insufficient consolidated information is available on impact at cluster-level (p 5, 24). Appropriate measurement of impact needs to be obtained. (p 5). The actual monitoring and measurements of the outcomes of a cluster development program is a frequent problem (p 26)
- Expected outcome is enabling micro, small and medium enterprises especially rural women in selected districts get access to technical and managerial advisory services on a sustainable basis, with the aim of making the enterprises more profitable and more competitive, leading to improved livelihoods and social development (p 13).
- The impact of the project is to be assessed in terms of employment created, improved MSMEs with better products, enhanced access to markets with better quality products (p 14). ***NOTE***: this is then not further discussed in the Evaluation.
- The approach is too generic (p 4). The approach needs to be context-specific and tailor-made to suit the different features of each cluster (p 23). The cluster selection underestimated the relevance of adequate access to raw materials and intermediate inputs for the cluster economic performance (p 25)

Pro-poor recommendations/lessons in evaluation:

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Syria: Integrated Programme ***# 16***

- UNIDO (2009): *Syrian Arab Republic. UNIDO Integrated Programme,* Independent Evaluation

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 13) o To improve the competitiveness of Made in Syria industrial products in order to facilitate their integration into the global value chain								
					Women employed were allocate support tasks in the production chain, only few women in other positions (p 29) Good gender balance in the Upgrading Unit itself while gender balance among international experts was not so good (p 29)	Only 50% of the beneficiary companies (mainly dye houses) considered environmental management assistance important (p 37)		

Assessment in evaluation:

- The Programme outlined elements of a results chain – through inputs, activities, outputs, outcomes to impacts, but the relationships between these elements were not those of cause and effect (p 13, p26). Assessment of results largely anecdotal and hampered by a lack of baseline data (p x)
- The Programme described at length the activities but did not include a logical framework analysis or give indicators of expected results. Outputs, outcomes and impacts were not consistent throughout the document and there was often confusion between outputs and outcomes which made it a difficult project to manage for results (p 13, 26)
- Insufficient attention was being paid to occupational safety and health issues in the pilot companies. The need to improve these aspects of company productivity should have been clearly stated in the project document (p 28)
- The project design did not explicitly address social safeguards such as gender equality, child labour or social equity. However, some were implicitly touched on during project implementation. It would have been more transparent to have put this as a condition in the company selection/exclusion criteria. Other social aspects (such as employing people with disabilities or actively CSR) were neither included in company selection criteria nor documented (p 29)
- At the UNIDO level the dispersed nature of coordination among the three project managers led for a while to the sub-components moving as stand-alone projects. Centralized control in Vienna of the detail of the project finances...led to frustrated expectations. Because of these problems, the IP was only partially implemented in an integrated manner (p xi)

Pro-poor recommendations/lessons in evaluation:

- Pay greater attention in the target companies to corporate social responsibility practice, including gender balance, social equity, environmental management, and (in possible collaboration

with the ILO) occupational safety and working conditions(p xiii, 59)

- Develop a logical intervention strategy with expected results, indicators in line with RBM principles and a monitoring and evaluation system to manage for results (p xiii, 59)

Cameroun: Integrated Programme ***# 17***

- UNIDO (2009): *Programme Intégré d´Appui au Développement Industriel,* Evaluation Indépendante. (Note: based on Executive Summary in English)

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p xiii) o Six components: i) Implementation of industrial strategy; ii) Strengthening of productive capacities, with focus o the textile, food processing and leather sub-sectors; iii) Access o markets through investment promotion; iv) support to the development of small enterprises and handicrafts; v) Access to markets through the creatin of support services in the fields of quality, standardization, metrology and conformity assessment/certification; and vi) Rational management of energy sources.								

Assessment in evaluation:

- Besides UNIDO's seed money no other funds were mobilised – funding rate 10.9% (p xiii)
- The IP has not undergone a critical review during its life span (2003-2007) (which would have also included a review of the IP fund mobilization strategy) (p xv). Periodic reviews during the life span of an IP pare indispensable (p xvi)
- IP carried out in a rather isolated manner and opportunities were not seized (p xv)
- Absence of any real impact from creation of the two pilot centres (p xiv). Overambitious to aim at ensuring follow-up for 70 enterprises (p xv)

Pro-poor recommendations/lessons in evaluation:

- Prior to establishing pilot centres, it is crucial to determine which model of operation is economically and socially viable (p xvi)

Meta/thematic: Investment Technology and Promotion Offices (ITPOs) ***# 18***

- UNIDO (undated draft): Independent Thematic Evaluation of *the ITPO Network*,

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o Mandate defined by the General Conference in 2003, stipulating that ITPOs should contribute to industrial development and economic growth in developing countries, through promoting industrial investment and technology from the ITPO host countries (p 7) o The primary role of the IPUs is to enhance the capacity of local institutions in attracting foreign direct investment and support the development of the private sector. (p 8) o ITPOs also abide to the UNIDO ITPO Guidelines for the functioning of the Investment and Promotion Offices and according to these, the rational behind investment and technology promotion and thus the UNIDO ITPO Network is that economic growth, required for the eradication of poverty and the achievement of other associated Millennium Development Goals, depends on capital accumulation (investment) and technical change. (p 8) o The 2003 Guidelines were followed up by the elaboration of the ITPO Network Strategy (April 2004) calling for a reinforcement of the regular investment and technology promotion aspects of the Network, aligning the operations of the ITPO network more closely with the central theme of productivity enhancement and strengthening the integration of the Network in UNIDO's overall activities. (p 13)								
ITPOs contribute to UNIDOs objective of poverty reduction through productive growth and adding value by achieving specific investment and technology-oriented results (p 5-6)						Upward trend in green industry investments (p 28)		ITPOs contribution to the outcome and developmental objective of the ITPOs are poorly documented and not always known (p 38)

Assessment in evaluation/documents:

- Inherent tension between developmental mission of UNIDO and the maximum return objective of individual enterprises – the role of ITPO's as neutral intermediaries or brokers could be more pronounced (p 4)
- Insufficient emphasis is placed on ITPOs as instruments of development aid (rather than organizations promoting outbound investment *per se)* (p 21)
- It is difficult to asses the contribution of ITPOs in investment and technology promotion, industrial development or economic growth and the effects thereof, due to an absence of reliable and comparable data and information (p 5-6)
- FDI differs in terms of local spill-over, connectedness, wages and employment, use of local inputs, skills-intensity, research and development, and export and global connectedness. (p 22)
- Quantitative issue: are ITPOs relevant in that they promote *additional* investment flows?
- Qualitative issue: what kind of investments are being promoted, do they contribute to economic growth, employment generation, poverty reduction, sustainable devleoipment, to the promotion of appropriate technology and are they in line with the Corporate Social Responsibility (CSR) Agenda? (p 25)
- ITPOs Network still has to prove its usefulness by providing information about concrete results in terms of investment and technology promotion and sustainable industrial development and in terms of contribution to UNIDO's strategic objectives (p 6). Non-familiarity with Results-Based management (RBM) (p 18)

Pro-poor recommendations in evaluation:

- ITPOs should be development oriented, aligned to/cater for investment and technology needs and priorities of target countries and contribute to the strengthening of capacities of partner institutions and should give increasing attention to the qualitative aspect of investments (p 7).

Bahrain: Investment Technology and Promotion Office ***# 19***

- UNIDO (2008): Independent Evaluation Bahrain. Investment and Technology Promotion Office Bahrain. *UNIDO service in Bahrain for the promotion of industrial investment in developing countries.* UNIDO Project UD/GLO/04/152

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 4) o '…shall promote the mobilization of investment resources (finance, technology, know-how, market access, managerial support, etc) from abroad to Bahrain, as well as from Bahrain to other developing countries and countries with economics in transition.'								
Employment generation (p 22, 23)					Promoted women entrepreneurship (p viii) - women entrepreneurs increasing (p 33)	Supporting UNIDOs efforts in phasing out POPs, combating climate change, promoting industrial energy efficiency and renewable sources of energy (p viii)		Weak results-based approach (p ix) – need develop specific outcome and impact-oriented indicators (p xi)

Assessment in evaluation/documents:

- EDIP assessed as a successful programme (p 33) and in high demand (p 32)
- EDIP follows a comprehensive approach, incorporating training, technology advice, incubator facilities, coaching and the establishment of contacts with financial institutions thus being more than training or coaching programme (p 30).
- Remains to be seen to what extent the EDIP concept is relevant and sustainable in other countries, for instance in countries in Sub-Saharan Africa. Interesting to find out whether the relatively high rates of subsidies will be possible and tolerated in other, often poorer, countries and whether or not the intensive coaching will always be possible and necessary (p 32-33)

Pro-poor recommendations in evaluation:

- Give priority to promote industrial sector projects in order to align investment promotion to UNIDO's thematic priorities of poverty reduction… (p x)
- Outcome and impact indicators for entrepreneurial impact: '….export and employment change, … employment and poverty alleviation..' (p xi)

Greece: Investment and Technology Promotion Office								***# 20***
• UNIDO (2008): Independent Evaluation Greece. *Investment and Technology Promotion Office. UNIDO service Greece for the promotion of industrial investment and strengthening of cooperation with developing countries.* Project UE/GLO/04/005								
Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 1) o '…to contribute to the industrial development and economic growth of developing countries and countries with economies in transition by identifying and mobilizing the technical, financial, managerial and other resources in Greece, required for implementation of specific industrial investment and technology in these countries.'								
Contributes to UNIDOs mandate of supporting industrial development and technology transfer (p iv, 34)						Promoting 'green' technology and energy efficiency (p 25)		Most objectives and outputs formulated as activities (p 18) – which poses problems in assessment (p 29)
Assessment in evaluation/documents: • Certain incompatibility between Greek sector competences and competitive advantages and UNIDO's core mandate and service modules (p viii; p 34) • Development objective needs to be exemplified by a typology of impact indicators (value of industrial production, value of export earnings, number of jobs created, pollution reduced/eliminated, etc) (p 17) • The ITPO should focus on its core mandate – investment or technology promotion. Criteria need to be elaborated and adhered to both for screening of requests for support and for discontinuation of support (exit strategy): (p 23) • Output indicators need to be formulated in terms of the aspired or changed situation solicited (p 18) – should be results focused and objectives and indicators should be quantitative or qualitative (p 29) ***Pro-poor recommendations in evaluation:*** • --								

China: ITPO Beijing: ***# 21***

- UNIDO (2009): *Investment and Technology Promotion Office for the People's Republic of China in Beijing,* Independent Evaluation.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 1) o Development Objective: ▪ 'To support the industrialization efforts of developing countries and the establishment of a private sector-led economy in countries with economies in transition, by identifying and mobilizing the financial, technological and other resources required for the establishment of business partnerships ' o ITPO Beijing mandated to: ▪ '... promote the mobilization of investment resources (finance, technology, know-how, market access, managerial support, etc) from abroad to the Peoople's Republic of China, as well as from the People's Republic of China to other developing countries'								
						Recently, worked to support CDM (p 31) 'Green' industrial parks (p 32)		

Assessment in evaluation:

- Two Pro Docs (2005-07 and 2008-10) which differ both in terms of format and contents. Outputs in Pro Doc 2005-07 are consistent with the outward orientation of the Immediate Objective but outputs in Pro Doc 2008-10 are mainly at project/company level allowing for both inward and outward investment (p 15). Hence difficult to establish symmetry and consistency between the two planning documents (p 16)
- Given the size of Chinese economy, one cannot expect that ITPO Beijing can play a critical or indispensable role in investment promotion of the country,. However, can add value to te process by building or strengthening ITP capacities. The project follows the trend towards upstream capacity building, in partnership with relevant government agencies and organisations. It would be desirable to extend the outreach to the Western and North Eastern regions (p 30).
- Assessment of contribution to economic, social and environmental changes resulting from resources mobilized by the ITPO Beijing can be only partial for several reasons (s 38). Actual implementation of the projects could be verified only partially and their actual impact (production, profits, technological spill over, wages, environment) could not be monitored or assessed at all (p 38).
- Having moved from direct project-level mobilization of resources upstream to advisory and capacity building services at government and institutional levels the major impact of ITPO Beijing needs to be seen in pioneering new concepts and ideas and in capacity building (p 38).

Pro-poor recommendations/lessons in evaluation:

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China: ITPO Shanghai ***# 22***

- UNIDO (2009): *Investment and Technology Promotion Office (Shanghai Investment Promotion Center),* Independent Evaluation.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p vi, 1) o The main objective is to assist the Shanghai Foreign Economic Relations and Trade Commission / Shanghai Foreign Investment Commission (currently merged as Shanghai Municipal commission of commerce) in expanding cooperation between Shanghai industries and foreign partners, through facilitating the inflow of foreign capital to China and the outflow of Chinese investments to other developing countries and to countries with economies in transition o The project also intends to assist Chinese investors in making decisions on the establishment of industrial partnerships by providing support in the development of partnership opportunities into business proposals as well as negotiations of these proposals								
								Only output indicators (p 40)

Assessment in evaluation:

- Given that Shanghai region is an already successful inward investment destination, there appears to be limited opportunity for ITPO to assist its inward investment promotion activities, unless the investment destination is the less-developed Western region (p 22, 49)
- In case of successful investment in Africa by Shanghai-based companies, a 'flow on' benefit should result for the private industrial sector in that area of Africa (p 22). Only output indicators though (p 40).
- Less emphasis on investment promotion to developing countries, in particular, to Africa (only 3.2% of outgoing investments projects promoted by SIPC 2006-2008 were to Africa (rest to Hong Kong, USA/Canada, Oceania, Japan and Europe) (p50).

Pro-poor recommendations/lessons in evaluation:

- SITP should develop a plan and strategy to implement more effective outward investment promotion especially towards Africa, capacity building activities and Delegate Programmes (p x)

Italy: ICS Trieste ***# 23***

- UNIDO (2009): *International Centre for Science and High Technology (ICS),* Independent Evaluation ICS Trieste

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • **output** • **outcome**
• ***Development objective:*** (p viii) o To develop and strengthen the scientific and technological capabilities of developing countries by the creation and application of scientific knowledge (.								
No mechanism to ensure alignment with the priorities set out in national policies, poverty reduction strategy papers and in the UNDAF (p 14) Preferably, poverty perspectives should be discussed in Work Programmes and project documents (p 53)								Results-orientation could be strengthened by avoiding primarily activity-based planning (p 19) A clear intervention logic should be developed and the expected impact should be clearly stated (p xii; p66)

Assessment in evaluation:

- Re-examination of relevance of objective done (p2)
  - relevance could be enhanced through an increased demand orientation and more attention to responding to developing countries identified needs and priorities (p ix)
  - for almost no ICS project is there an indication on how the industrial sector or institutions in developing countries are expected to benefit (p 27)
- The impact of ICS on industrial development have been limited – partly due to the limited resources at its disposal but also due to a weak linkage with the industrial sector in developing countries and the lack of a ICS strategy for technology transfer (p ix; p 43)
- Not possible to see what the priority objectives and functions of the ICS are (p 23)
  - Developing country focus and alignment to needs and priorities of developing countries need to be stronger (p 53)
- Reference to UNIDO MTPF 2010-2013 which signals a need to provide access to technical know-how in order to promote pro-poor and inclusive growth (p viii; p29)

Pro-poor recommendations in evaluation:

- The ICS Strategy and Programme should be aligned to developing country needs and priorities (p xi; p 65)
- An overall intervention logic based on the logical framework concept was reconstructed by the evaluation team, with underlying assumptions seen as prerequisites (p 22)

China: ICM Beijing ***# 24***

- UNIDO (2010): *International Centre for Materials Technology Promotion (ICM), Beijing, People's Republic of China,* Independent Evaluation.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 4) o To enhance the sustainability of the materials sector of industry through promotion, transfer and absorption of technological advances and innovations. o To encourage new investments in this industrial sector in developing countries. o To reduce the negative impact of the materials sector of industry on the environment (pollution, gas emission, energy consumption, etc.) through application of new technologies and innovations. o To facilitate the diffusion of new environmentally sound technologies and innovations in the materials industry of the developing countries through building up/strengthening their institutional and technological capacity for technology diffusion and the international technology transfer framework. o To foster South-South and North-South cooperation and partnerships and help the developing countries benefit from the research and technological advances in materials industry.								
						Many ICM activities have been in the area of energy efficiency (p 23)	Lack of results orientation and no monitoring of effects of the activities carried out (p 37)	Absence of indicators. Objectives and outputs generally not quantified (p 17)

Assessment in evaluation:

- Relevance could be enhanced through an increased demand orientation and more alignment to technology needs of developing countries (p viii)
- Not possible to assess to what extent this will contribute to the industrial development of the recipient countries or to the sustainable development of their building materials industry (pix)
- A transparent budgeting or expenditure system for the ICM is not in place (p 8)
- Role of building materials sector: role in provision of shelter, a basic human right; labour intensity makes it a big employer (p14)
- Pro Doc lacks a detailed description of objectives and information on which countries and partners the ICM was to be targeting. The Pro Doc has not been used as a management tool (p 19). Absence of a strategy and annual work programmes and a clear intervention logic guiding the activities was noticed (p ix)
- No certitude that the technologies promoted by the ICM are the best, most apt or appropriate ones and UNIDO has not been ensuring any quality control function of the outputs (p 22).
- Relevance to UNIDO: Major areas of the ICM have been low cost housing and green housing (p 23).
- ICM has certainly contributed to developing countries having an improved access to needed technology and to strengthened capacities in areas of technology transfer. On the other hand, the results in terms of capacity building, technology transfer and how trained trainees are actually using the acquired knowledge have not been monitored (p 31).

Pro-poor recommendations/lessons in evaluation:

- More attention should be given to needs and priorities of 'southern' partners (p xi)

China: SITPC ***# 25***

- UNIDO (2009): *The Shanghai International Informatization Technology Promotion Centre (SITPC). Enhancing IT Cooperation and Partnerships in the Asia-Pacific Region,* Independent Evaluation.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome

- ***Development objective:*** (p 7)
  - Assist low income countries in bridging the digital divide and formulating IT development strategy, by enhancing technological capacity, performance and quality of support services of selected municipal governments
  - Foster cooperation at an enterprise and institutional level through the organization of IT promotion events
  - Provide and organize regional and national IT training programmes
  - Develop databases and provide information regarding IT technology providers and training opportunities available through the internet
  - Mobilize resources and technology to support the activities which contribute to IT development in low income countries in the Asia-Pacific region
  - Promote IT cooperation among developing countries in the region through sharing of experience, consulting services, and joint research and development

Assessment in evaluation:

- Only 10% of the requested funding materialised – thus severely curtailing the project's planned activities (p v). Nevertheless, in spite of the outputs having been severely restricted due to the non-availability of 90% of the funding, a number of relevant activities have been efficiently undertaken often with government inputs, reaching a range of targeted beneficiaries (p vi)
- Process of self-evaluation has not been undertaken, and regular monitoring has not been carried out by UNIDO (p vi)
- On balance, the SITPC has provided high-level services to the Asia-Pacific region in line with its mandate and to the benefit of the participating developing countries; however this would most probably also have been the case had there been no UNIDO project (p xi)

Pro-poor recommendations/lessons in evaluation:

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Turkey: UNIDO-ICHET ***# 26***

- UNIDO (2009): *UNIDO-ICHET,* Independent In-Depth Mid-Term Review.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic	**Protective**	**Political**	**Socio-Cultural**	**Human**	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators**
• Consumption • Income • Assets	• Security • Vulnerability	• Rights • Influence • Freedom	• Status • Dignity	• Health • Education • Nutrition	• Direct • Mainstreamed	• Direct • Mainstreamed		• output • outcome

- ***Development objective:*** (p 11-12 and taken from original Pro Doc)
  - to develop and strengthen the scientific and technological capabilities in closing the gap between research and development organizations, innovative enterprises and the market place, so as to stimulate appropriate applications of hydrogen energy technologies in industrial development throughout the world in general and in developing countries in particular;
  - to further, for the benefit of developing and developed countries, the application of hydrogen for peaceful aims, as well as the development and transfer of hydrogen energy related technologies, including the associated technology management processes;
  - to further the advancement of applied research and development on hydrogen energy, with direct involvement of developing countries' scientists and technologists; and
  - to support the strengthening of developing countries' research, development and technology transfer centres and programmes, including mechanisms for supporting existing enterprises and the creation of new industrial enterprises, all involved with the application of hydrogen energy technologies.
- ***Immediate objective of UNIDO support:***
  - to demonstrate international support for the Centre and to promote involvement of the international community in ICHET's programmes; and
  - to lay the foundation for the long term functioning of the ICHET.

							Rationale and scope rested on a number of mostly implicit assumptions - not been subjected to very close or explicit scrutiny in the 16 years of effort (p13)	

Assessment in evaluation:

- UNIDO-ICHET's rationale and initial priorities rest on view that developing countries could leapfrog... this simplistic 'hydrogen economy' consensus is now being questions (p 15), Most of these unrealistic assumptions were common assumptions internationally... so UNIDO-ICHET cannot reasonably be blamed for also relying on similar unrealistic assumptions (p 17)
- Implicitly assumed that UNIDO-ICHET could obtain technologies without paying for their Intellectual Property (IP). In contrast, the commercialisation objectives for UNIDO-ICHET assumed that UNIDO-ICHET could control and profit by the licensing of the IP of the specific technologies disseminated by UNIDO-ICHET (p 18)
- Design had a strong emphasis on inputs and activities (staff, campus, missions to developing countries) but was mostly silent on the outputs that UNIDO-ICHET was to achieve in terms of institution building (p 21-22). There was and has been little link between the activities that UNIDO-ICHET has undertaken and real developing country needs (p 39).
- Future projects should aim at not only producing 'technical learning effects' but also demonstrate the real benefits from hydrogen technology applications in terms of local or global environmental benefits or energy access and security or productive uses. There is considerable room for improvement to link the hydrogen application pilots and demonstrations to a clear logic and pathway towards solving real end user problems, meeting real development needs in developing countries, and having a clearer pathway towards (mass)replication in niche market applications(p 34-35, p 40)
- In order to demonstrate the ICHET's effectiveness in terms of outcomes and impact, an appropriate monitoring system would be required, that goes beyond the monitoring of the technical implementation of demonstration projects, i.e. activities and outputs. Currently no monitoring system is in place at ICHET that would allow the monitoring of the effects of ICHETs work in terms of capacity building of counterparts, learning effects of companies and academic institutions, policy effects (e.g. government's policies on hydrogen energy technologies, energy security effects (e.g. increased productivity through more reliable energy supply) and so forth (p 41)
- Equally important is the monitoring of environmental benefits created through hydrogen applications. A clear distinction between global and local environmental benefits would appear to be useful for the ICHET, with the former (e.g. reduction of green house gases) being an important prerequisite for access to GEF funding (p 41)
- ***Pro-poor recommendations/lessons in evaluation: --***

Peru: Promotion of Export Consortia (EC) ***# 27***

- UNIDO (2008): Independent Thematic Evaluation, *UNIDO cluster and Networking Development Initiatives. Promoting of Export Consortia (Peru component)*, UNIDO project number: UE/GLO/04/158

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions/ -verified**	**Indicators - output -outcome**
• ***Development objective:*** (p 7) o Increase export potential of 3 developing countries by facilitating their access to markets through the promotion of EC • ***Immediate objective:*** (p 7-8) o Build capacity in 2 countries wit no experience o Increase capacity in 1 country with limited experience o Increase awareness at the global level on the export consortia approach as a possible strategy to increase SME exports (added when revising the Pro Doc March 2005)								
Export promotion – but: not automatically i) inclusive in nature and ii) beneficial for the poor (p 12) (employment effect differ p 27) Does not limit its geographical reach to the more developed regions (p 13)	Potential socially undesirable dependence on sectors vulnerable to external shocks (p 12) (not in Pro Doc)					Potential adverse effects (environmental degradation) (p 12) (not in Pro Doc)	Vague intervention logic (p 8) - does include poverty at impact level Effects on poverty reduction not yet monitored and demonstrated (p 13)	No monitoring system, logframe or indicators at output, outcome/, impact level Report on consortia quantitative output data – but not on results at enterprise level (p 18-19)

Assessment in evaluation/documents:

- Evaluation an input to forthcoming thematic evaluation –which is in turn an input to formulating UNIDO future strategy on PSD and CND (p 2) - [note: which provides an entry point to strengthening pro-poor perspectives]
- Approach, combining capacity building with demonstration of real-life cases and involvement of local institutions created a good potential for effectiveness (p 28)
- Impact at firm level has been produced by the project but more needs to be done to better understand the relations between export performance and other desirable impacts, e.g. poverty reduction and spill over effects for other enterprises in the same sector (p 28)

Pro-poor recommendations in evaluation:

- Develop specific criteria to identify and support EC with high potential for employment generation (direct and indirect) and poverty reduction effects (viii)

Nicaragua: Cluster Development (Spanish) ***# 28***

- UNIDO (January 2005): *Fortalecimiento y difusión del desarollo de Conglomeradoe en Nicaragua*, Project document (US/NIC/05/001)
- UNIDO (June 2005): *Strengthening and Dissemination of cluster Development in Nicaragua – capacity building and cluster-to-cluster",* Project Document (US/NIC/05/003) (complementary to US/NIC/05/001 above).

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o 'Contribuir a mejorar la competitividad del sector productivo nicaraguense, particularmente del sector con ventajas comparativas importantes y del segmento de pequenas y medianas empresas con capacidad o potencial exportador, para que puedan aportar al crecimiento de la economía y a la reducción de la pobreza en Nicaragua' (05/001 p 23) o As for project US/NIC/05/001 'to contribute to improving the competitiveness of the Nicaraguan SME sector in order to increase its contribution to economic growth and poverty alleviation in the country' (05/003 p 4)								
								No monitoring of contributions to poverty alleviation

Assessment in evaluation/documents:

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Pro-poor recommendations in evaluation:

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Note:

- Project Documents sole basis for this review.
- Nothing on poverty alleviation in addition to being mentioned in development objective.

India: CND India ***# 29***

- UNIDO (2009): *Cluster and Networking Development Initiatives in India,* Independent Review

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review***	
Economic • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets	**Economic** • Consumption • Income • Assets
• ***Development objective:*** (p 19) o To contribute to India's sustainable industrial development. Four components: ▪ Strengthening the competitiveness of small and medium-sized enterprises through technology led interventions ▪ Promoting foreign direct investment ▪ Promoting cleaner environmentally friendly technologies and policies ▪ Alleviating poverty and promoting industrial growth in less developed areas								
Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)	Effective contributions to poverty alleviation (p 26)

Assessment in evaluation:

- Progression and development of ideas and practices has taken place: from awareness raising of the potential, exploration and structuring of methods and tools, consolidation, policy advice, and now to experimentation in several new areas, where clustering is a tool for poverty reduction, CSR, energy efficiency (p 8, 10, 21, 29)
- The India CND programme has had a stronger emphasis on poverty alleviation than most of the UNIDO CND initiatives outside India (p 26). NOTE: no validating proof provided.
- In several instances competitiveness in directly-assisted clusters appears to have improved. However, monitoring of outcomes and impacts is often based on anecdotal evidence rather than systematic information (p 7, 27). Performance and impact indicators should include those suitable for monitoring poverty alleviation and employment effects (p 27). NOTE: above claimed that had poverty alleviation effects.
- While the early cluster development projects successfully focussed on economic issues, the later cluster projects are more focused on the social dimension of cluster development, particularly poverty alleviation and corporate social responsibility (p 29). NOTE: seems to equate 'social dimension' with 'poverty alleviation' whereas 'social dimension' would only be one dimension of poverty alleviation.
- There is no assessment of the poverty impact of the CPSs but a cursory look at project documents, interviews and secondary sources suggest that positive results were obtained (p 29). NOTE: far too vague to be seen as verified.
- Project with focus on CSR aims at scaling up its child labour project to prevent and rehabilitate child labour through a continuous monitoring process of home-based stitching units. The project is active in improving social security and health insurance to home based workers, providing education for children, conducting check up medical camps at tuition centres (p 30).

Pro-poor recommendations/lessons in evaluation:

- Integrate the 'social capital' based UNIDO approach with the typical approaches applied by Gov of India (p 10
- Maintain the focus on CND in poor and marginal areas (p 10)
- Develop a set of indicators and means of verification that allow to capture CND effects at both levels of intervention (i.e. directly operating at a cluster-level and fostering the conditions

for structural change) (p 11)

Morocco: CND ***# 30***

- UNIDO (2009): *UNIDO Cluster and Networking Development Initiative. UNIDO export consortia initiative in Morocco,* Evaluation.

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 12) o Four interrelated pillars: ▪ Awareness building as regards the concept and sharing information on experiences, targeting enterprises and support institutions (public/private), wqith concern for sectoral and geographic outreach; ▪ Support to export consortia in the process of constitution and start-up; ▪ Public and private support capacity building to foster the creation and development of export consortia, using and adapting available tools and experiences; ▪ Support to the development of incentives/improvements in the regulatory environment specifically targeting export consortia.								
				Indirect effects: - emphasis on CSR at workplace (p 26) - apprenticeship programme led to skills development of unemployed (p 26)			Second phase include assumptions regarding conditions external to the project (p 13)	More emphasis on output indicators than outcome indicators (p 13)

Assessment in evaluation:

- In terms of strategy and logic, the two phases follow a similar design pattern. As regards the logical framework, the second phase document is more refined, as more specific on indicators/success criteria and also including assumptions regarding conditions external to the project (p 13).
- The monitoring system needs refinement, in order to be able to measure progress against baseline data and to assess overall results and impact of project interventions. (p 24) Enhanced monitoring should include measurement of wider effects, i.e. on the social environment (workers, community, consumers) (p 40)
- In terms of potential for poverty reduction, no direct results were found so far, though a number of indirect effects are to be highlighted in this respect; skill development of unemployed through the apprenticeship programme introduced by some of the consortia; emphasis on CSR practices at the workplace p 26).
- As export consortia are considered an instrument with possible direct and indirect effects on poverty reduction, UNIDO is encouraged to keep this concern in mind when identifying and coaching emerging and existing consortia in their joint actions. It is important to monitor how the joint actions affect the social environment in which consortia operate and what are the effects – positive/negative – on poverty reduction. Working with groups of enterprises an appropriate channel for sensitizing enterprises on CSR concerns and actions. UNIDO will need to train its experts on available CSR methodology and tools (p 36).
- The export consortia concept is not a purely competitiveness related instrument and both can and should have a link with pro-poor growth support interventions by stimulating collective actions that can have direct/indirect poverty reduction effects (p 40)

Pro-poor recommendations/lessons in evaluation:

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Thematic: Cluster and Networking Development ***# 31***

- UNIDO (2009): *UNIDO cluster and Networking Development Initiatives,* Thematic Evaluation

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • **output** • **outcome**
• ***Development objective:*** o Basic assumption according to UNIDO documents: ▪ Micro, Small and Medium enterprises (MSME) play a key role in terms of employment and income generation in developing countries (p7, p16) o UNIDO CBL Unit ▪ Aims at boosting the development of a competitive private sector and contributing to poverty reduction by building sustainable linkages both among SMEs and between SMEs. Large(r9 scale enterprises and support institutions (p7, p 16)								
							- Clusters and networks promote competitiveness and pro-poor growth (poverty reduction) (p32)	Efforts going on to fine tune M&E system (p9) Intervention logic often only implicit and seldom fully expressed in project documents (p 29)

Assessment in evaluation:

- There were positive results in terms of poverty reduction when the projects were explicitly oriented to this goal (p 9)
- Several M&E tools have been developed and efforts been undertaken to harmonize the tools across interventions as well as tailor them to the specific development objectives (enterprise competitiveness or poverty reduction and combinations of them).
- Selection of C&N support often followed a bottom-up and highly participatory demand-driven approach, but it has sometimes missed to consider real market potential (p10)
- Potential to increase efficiency by coordination of CND activities with other UNIDO services has not been sufficiently exploited (p10)
- Although CND programmes used as tools to promote PSD and competitiveness, UNIDO also pursuing additional development-related objectives through the CND approach, such as poverty reduction, corporate social responsibility (CSR), environmental management (including energy efficiency and cleaner production) (p 25-26)

Pro-poor recommendations in evaluation:

- Setting clear rules on whether a network is open or whether openness is left at the discretion of members (p12)

China: POP Capacity Building								***# 32***
• UNIDO (July 2008): Independent Terminal Evaluation. *Building the Capacity of the People's Republic of China to implement the Stockholm Convention on POPs and develop a National Implementation Plan in China,* Project Number: GF/CPR/04/002								
Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o The overall objective of the full project is to develop the NIP for the People's Republic of China to implement the Convention (Pro Doc p 1) o Long-term objective: The goal of this project is to protect human health and the environment from persistent organic pollutants – the principal objective of the convention (Pro Doc p 21)								
				Protect human health (as per long-term objective) Of direct relevance to some segments of the Chinese population (those at risk through direct exposure to the POP chemicals) (p 49) Public awareness and education (Pro Doc p 44)		Protect the environment from POPs (as per long-term objective)		No logical framework and success indicators in Pro Doc (p 69) Objectives and outcomes of demonstration projects and case study not clearly defined (p 69)
Assessment in evaluation/documents: • Continued relevance will depend on implementation and enforcement of corresponding policies and legal framework (p 13) ***Pro-poor recommendations in evaluation:*** • Explicitly monitor the implementation and enforcement of policies (using adequate indicators) (p 16)								

Cambodia: Promotion of cleaner industrial production ***# 33***

- UNIDO (2008): Independent Evaluation of *Promotion of cleaner industrial production in Kingdom of Cambodia*, Funded by the Swiss State Secretariat for Economic Affairs (SECO)

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective*** (p ix) o 'to alleviate poverty in Cambodia and to promote the country's environmental sustainability by increasing industrial efficiency and productivity and by reducing the industry's environmental and worker's health and safety impact'								
Industrial efficiency and productivity to be increased Indirectly contribute to MDG #1 – but no impact could be observed (p 12)		Awareness raising including parts of general public (p 15)		Occupational health and safety (as per dev obj – but not documented) Envisaged linkage to e.g. ILO project for improving working conditions did not materialise (p 1)		Environmental sustainability and reducing environmental impact (as per dev obj) Directly support MDG#7 – but no impact could be observed (p 12)	Not defined in Pro Doc (p 2)	Logframe not used. Expected outcomes not defined in Pro Doc (p 2) – therefore not possible assess whether outputs lead to expected outcomes (p3) Expected direct impact on worker's health not documented (p xiii)

Assessment in evaluation/documents:

- Project outcomes are on the longer term likely to gradually improve environmental sustainability, industrial productivity and competitiveness, increase exports, create labor and contribute to poverty reduction, providing that efforts initiated by the project are sustained (p xiii). [Comment: how validated???]
- Clear that for enterprises the only selling proposition for using CP services is to improve their financial bottom line, and not to reduce their environmental footprint (unless their customers require it) (p 11) [Comment: this is a risk in achieving the development objective- how to counteract?]

Pro-poor recommendations in evaluation:

- Log-frames (including expected outcomes and assumptions should be used to define both quantitative and qualitative success indicators) (p xv)

Laos: Promotion of cleaner production ***# 34***

- UNIDO (2008): Independent Evaluation of *Promotion of cleaner production in the Lao People's Democratic Republic*, Funded by the Swiss State Secretariat for Economic Affairs (SECO)

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p ix) o 'to alleviate poverty in Lao PDR and to promote the country's environmental sustainability by increasing industrial productivity and competitiveness and by reducing industry's impact on environment and worker's heath and safety'								
Industrial productivity and competitiveness Indirectly contribute to MDG#1 – but no impact could be observed (p 11) Contribute to UNDAF enabled environment for growth with equity (p 11) - (no evidence provided though)		Awareness raising including parts of general public (p 14)		Occupational health and safety (as per dev obj – but not documented)		Environmental sustainability and reducing environmental impact (as per dev obj) Directly support MDG#7 – but n impact could be observed (p 11) Contribute to UNDAF environmentally sustainable utilization of natural resources (p 11) – no evidence provided though)	Not defined in Pro Doc (p xii)	Logframe not used (p 2). Expected outcomes not defined in Pro Doc (p ix) – therefore not possible assess whether outputs lead to expected outcomes (p x) Expected direct impact on worker's health not documented (p xiii)

Assessment in evaluation/documents:

- Project outcomes are on the longer term likely to gradually improve environmental sustainability, industrial productivity and competitiveness, increase exports, create labor and contribute to poverty reduction, providing that efforts initiated by the project are sustained (p xiii). [Comment: how validated???]
- Clear that for enterprises the only selling proposition for using CP services is to improve their financial bottom line, and not to reduce their environmental footprint (unless their customers require it) (p 11) [Comment: this is a risk in achieving the development objective- how to counteract?]

Pro-poor recommendations in evaluation:

- Log-frames (including expected outcomes and assumptions should be used to define both quantitative and qualitative success indicators) (p xv)

Global Mercury Project: ***# 35***

- GEF, UNDP, and UNIDO (2009): *GMP,* Final Evaluation

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 1) o To assist the six pilot countries in the ▪ assessment of Artisanal and Small scale Miners (ASM) the extent of pollution from current Artisanal and Small scale Miners activities, ▪ establishment of cleaner gold mining and extraction technologies to minimize or eliminate mercury releases, ▪ development of capacity and regulatory mechanisms that will enable the sector to minimize negative environmental impacts, ▪ introduction of environmental and health monitoring programmes, and ▪ building capacity of local laboratories to assess the extent and impact of mercury pollution. This specific objective was deployed in order to ensure sustainability of the monitoring programs, the project worked to build capacity of local institutions (e.g. local laboratories) through training and material support, enabling them to carry out continuous monitoring beyond the initial project's term. ▪ Development of country-specific policies and legislation for governing the ASM sector ▪ Dissemination of project results and searching for opportunities for increased self-financing of the Project								
				Baseline information on health (p 2)		Baseline information on environmental status of project sites (p 2)		No preset indicators (p 11) No clear monitoring and self-evaluation procedures (p 11)

Assessment in evaluation:

- Baseline information generated on health and environmental status of the project sites constituted important information for the evaluation (p 2)
- No clear planning structure in the countries or in the management unit. Planning exercise during the country meetings was not enough to guarantee efficient follow up and held responsibilities for non realized activities, especially during the field implementation of the TDU and awareness campaign (p 9).
- When the project was developed the log frames and project indicators were not yet part of the GED project procedures (p 11). Indicators identified in the Annual Project Review and Project Implementation Report (2003) are in reality the specific activities for each objective. They are rather inefficient as indicators for measuring the quality and the sustainability of the outputs (p 13)
- Awareness campaign good as a principle, but transmission of health issues is quite sensitive and it requires health experts (p 21).
- GPM was very proactive and unique in integration of health, ecological, technical, economic, and policy concerns in community development (p 22).
- GPM trained different groups of interest such as miners, millers, buyers, communal leaders, food and beverage vendors etc about GPM issues (p 24)

Pro-poor recommendations/lessons in evaluation:

- The project should redefine its scope in order to deal with issues in an integrated way (e.g. rural development) where the human being is the centre of the process (p 25)
- Introduction of best practices and cleaner technologies can only happen if there is cultural change (very difficult) of the miners. Therefore recommended that the training of the miners be a continuous process integrated in the activities of the local government (p 25-26)

Nicaragua: NICATEC								*# 36*
• Garcia, A and Arango C (2009): *Sustainable Industrial Resource Management (SIRM) in selected national priority sectors of Nicaragua*								
Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • **output** • **outcome**
• ***Development objective:*** o Improve sustainable productivity and market access of enterprises in selected sectors (foodstuff, tourism, mechanics) through developing, applying and transferring environmental sound technologies within the framework of UNIDO's strategy for sustainable industrial resource management (Ex Sum, Spanish).								
Assessment in evaluation- (based on Executive Summary in Spanish): • It is to be expected that more enterprises will demand the use of solar systems as the results of the pilots are disseminated and other companies have shown interest. The evaluators recommend that the dissemination efforts be continued. • The solar equipment was imported and therefore the goal for employment generation through domestic production of the equipment does not remain valid. ***Pro-poor recommendations in evaluation:*** • --								

Guinea: Combating living resource depletion and coastal area degradation ***# 37***

- UNIDO (July 2008): Mid-term Evaluation of the UNEP/UNDP GEF project '*Combating Living resource Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions'*, GFL/2731-04-4809 and GF/6030-04-12

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 6) o Recover and sustain depleted fisheries o Restore degraded habitats o Reduce land and ship-based pollution								

Assessment in evaluation/documents:

- --

Pro-poor recommendations in evaluation:

- --

Note::

- 'poverty' not mentioned in neither Pro Doc or Evaluation report.

Cambodia: Small Scale Hydro Power ***# 38***

- UNIDO (2004): Project Cambodia. *Rural energy for productive use and income generation in Cambodia*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** o (p 1) 'To promote sustainable and equitable economic growth and to improve the livelihood conditions in remote rural and isolated areas of Cambodia' o (p 17): 'To contribute to the poverty alleviation process led by the government, by improving the living standards of the rural population through provision of energy services for productive use'								
Increasing living standards through provision of energy services for productive use and income generation (p 2)					Women's issues and potential gender development factors to be examined (p B 46)		Critical initial assumption that will find financing (not known whether or not)	Logfram included (p B-1) Includes outcome indicators – but not baseline (p B-1)

Assessment in evaluation/documents:

- The project will achieve its objective 'by demonstrating through selected pilot projects in business model the potential and impact that tailor-made energy services based on renewable energies can make in improving the socio-economic livelihoods of rural communities' (p 2)
- Not only technical issues – but also new approaches regarding financing, ownership and managerial models. (p 3)

Pro-poor recommendations in evaluation:

- (no evaluation available)

Note:

- Project Document (2004) sole basis for this review
- End of project situation and impact is expected through the successful demonstration and replication of selected applications of renewable energy in productive processes (p 13-14).
  - However, financing <u>not</u> secured for the intended demonstration pilot projects in business models (p 31)
  - No indicators to monitor replication (p B-1-3)

China: Small Scale Hydro Power ***# 39***

- UNIDO (2007): Project of the People's Republic of China. *Strengthening of International Centre for Small Hydro Power (ICSHP) to Promote Small Hydropower for Productive Uses in Selected Countries in Africa*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 10) o The overall objective of the project is to strengthen the capacities of international centre for small hydropower (IC-SHP), and assist in harnessing the potential of small hydropower in selected developing countries in Africa. The project would aim at augmenting on / off grid rural electrification, and linking energy services with productive uses for poverty reduction.								
								No logframe – no discussion on causes-effects Results listed are outputs (such as sites identified, training workshops completed, seminar successfully completed,..) (p 11-12)

Assessment in evaluation/documents:

- Purely capacity building of IC-SHP)
- Project Document claims reference to MDGs (not monitored and no indicators or other mechanisms to systematically verify)
  - Eradicate extreme poverty and hunger by improving the access of poor to energy in rural and off-grid areas
  - Ensure environmental sustainability through promoting renewable energy resources, thereby ensuring environmental sustainability through clean and low carbon renewable energy technologies
  - Development of a global partnership for development through promoting partnerships at the national, regional and possible global level in the field of small hydropower generation, and support south south cooperation

Pro-poor recommendations in evaluation:

- --

Note:

- Project Document sole basis for this review.

Kenya: Small Scale Hydro Power ***# 40***

- UNIDO (2007): Project document. *Implementation of 10 model Pico Hydro systems in Kenya (part of the energy component of IP – Kenya)*

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 6) o Prepare a project information report on the potential water resources in the Mt. Kenya region which are economically viable for development as well as economically beneficial for local communities with particular emphasis on establishing productive applications for income generation and poverty alleviation. o Implement ten Pico-hydro machines in connection with productive use o Train local experts and technicians to set up and maintain Pico and micro-hydro units o Provide necessary training and capacity building to local entrepreneurs to take advantage of available power								
Productive use of installed energy for income generation (p 6)						Potential to decrease negative environmental consequences of current trends in usage of energy (p 4) – but not included as expected result (p 6)		No logframe establishing cause-effect Purely technical outputs (p6-7) - no results indicators

Assessment in evaluation/documents:

- The project is justified as contributing to economic benefits and as contributing to decreasing negative environmental consequences occurring from current trends in energy usage (p 4)
- Expected results include 10 selected communities benefiting from installed micro-hydro systems and productive activities for income generation identified and established wit the support of local government and NGOs (p 6)
- Inputs and outputs are technical and no monitoring of whether discussed positive results will materialise or not. (p 6-7)

Pro-poor recommendations in evaluation:

- --

Note:

- Project Document sole basis for this review (the project to be part of Kenya IP but this document has not been included)

Mozambique: Standards, Metrology, Testing and Quality ***# 41***

- UNIDO (2008): Independent Evaluation of:. *Enhancing the Capacities of the Mozambican Food Safety and Quality Assurance System for Trade*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p 1) o Facilitate industrial development and food export capabilities (and consequently spurring economic growth and employment opportunities) by reducing technical barriers to trade through the strengthening of food testing, standards, metrology and conformity assessment institutional structures and national capacities o Two immediate objectives: ▪ To establish a food safety system that is compliant with international requirements with special focus on the public institutions, with the following main outputs. ▪ To develop and implement the required technical infrastructure (standards, metrology and conformity assessment) suitable for product compliance with market entry requirements.								
No pro-poor orientation addressed (p 8)					Gender orientation not addressed (p 8)		No assumptions and risks identified (p x, p 2)	Pro Doc does not use logframe as a planning tool (p 2) No expected outcomes identified (p x, p 2). There has been confusion between outputs and outcomes in the logical framework (p 15). No M&E plan developed and no agreed objectively verifiable indicators were used (p xi)

Assessment in evaluation/documents:

- No needs assessment has been conducted on the demand side (p x)
- Pro-poor and gender orientation were not addressed. However, it is recognised that the focus on creating favourable conditions for the export of agricultural products has potentially a higher and more immediate income generating impact n the neediest rural areas than a focus on industrial production (p 8).
- The project will not achieve its immediate objectives and therefore will fail to have any impact on its development objective of facilitating industrial development and food export (p 16).
- Several of the priority sectors identified during design have subsequently proved to be irrelevant (for example honey, where effectively no trade exists or is likely to exist in the near term) (p 20).

Pro-poor recommendations in evaluation:

- Incorporate elements of strengthening the awareness and application of Consumer Rights and promoting awareness of the importance of quality standards among the target population in toto (p xiv)
- Aspects of consumer rights/consumer protection should become an integral part of future trade capacity building projects funded by SECO (p xvii)
- Key lessons learned: One of the main factors contributing to weak performance of this project was a weak application of Project Cycle Management techniques (e.g. comprehensive stakeholder analysis, proper development and use of a logical framework, application of monitoring and evaluation tools etc.) (p xv)

Tanzania: Standards, Metrology, Testing and Quality ***# 42***

- UNIDO (2008): Independent Evaluation of:. *Trade Capacity-building: Enhancing the Capacities of the Tanzanian Quality Infrastructure and TBT/SPS Compliance Systems for Trade*

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Right • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender**	**Environment**	**Assumptions related to expected outcomes**	**Indicators** **- output** **-outcome**
• ***Development objective:*** (p ix) o Facilitate industrial development and export capabilities (and consequently spurring economic growth and employment opportunities) by reducing technical barriers to trade through the strengthening of standards, metrology testing, quality and conformity assessment institutional structures and national capacities o Three immediate objectives: ▪ Metrology/calibration/testing capacity of the Tanzanian Bureau of Standards (TBS) strengthened and recognized internationally; ▪ Strengthening national institutions for conformity assessment (including certification and inspection); ▪ Improving Tanzanian quality chain for testing and certification for export								
No pro-poor orientation addressed (p 14)					Gender orientation not addressed (p 14)		No objectively verifiable indicators, risks or assumptions) (p xi)	Inadequate logical framework (p xi) Pro Doc not explicit on monitoring and evaluation (p xi) Confusion between outputs and outcome sin the logical framework (p 24) No baseline (p xiii, p 36)

Assessment in evaluation/documents:

- Stakeholder analysis was not of sufficient depth (p x, p 14)
- Pro-poor and gender orientation were not addressed in the document, however, the focus on creating favourable conditions for the export of agricultural products has potentially a higher and more immediate income generating impact in the most neediest rural areas than a focus on industrial production (p 14)
- Finds that by-and-large, the original objectives have not been achieved (p xii)
- The project will not achieve its immediate objectives and therefore will fail to have any impact on its development objective of facilitating industrial development and export capabilities (p 26)
- Converting outputs into outcomes is considered to be less than satisfactory (p xiii)

Pro-poor recommendations in evaluation:

- For UNIDO staff, a re-emphasis on the importance of the logical framework as a core management tool is needed (p xiv)
- UNIDO might consider including awareness raising activities among the broad population as a means to creating demand for quality services at the grass root level (p 43)
- Aspects of consumer rights/consumer protection should become an integral part of future trade capacity building projects funded by SECO (p xvii)

Bangladesh, Maldives, Nepal, Bhutan: SMTQ ***# 43***

- UNIDO (2009): *Bangladesh, Maldives, Nepal, Bhutan. Strengthening Institutional and National Capacities Related to Standards, Metrology, Testing and Quality (SMTQ) – Phase II,* Independent Evaluation

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 1 quoting Pro Doc) o Aims 'to facilitate the industrial development and export capabilities and spur the economic growth in the four SAARC countries Bangladesh, Bhutan, Nepal and Maldives by reducing technical barriers to trade through the strengthening of institutional structures and national capacities in standards, metrology, testing, quality and conformity assessment'. o Under Phase 2 extended towards 'protecting domestic society against substandard and hazardous products imports'								
Stakeholder and needs analysis of target groups and their beneficiaries not done (p xi; p9)		Strengthened consumer awareness and consumer voice has become a top priority of new Government of Maldives who conducted media campaigns (p 25)		Training of auditors (but outcome not achieved in most case as staff not become fully accredited and thus not applied the learning) (p xiii)			The assumptions considered by the evaluation team to be of little practical value (p ix; p10)	Outcomes and outputs are often confused in the intervention theory (p xi; p 10) Most indicators are not time-bound and some of the not quantifiable (p ix; p10)

Assessment in evaluation:

- The project document includes a detailed logical framework matrix, but this was not familiar to the stakeholders (p xi)
- The inclusion of assumptions and risks is worthy of note (log frames in UNIDO pro docs often do not include these elements). However, the practical value of many of the assumptions is limited because almost all of them are within the control of the project and so should have been activities. (p10)
- The systematic assessment of the NQS should also include the policy dimension because the effectiveness of any SMTQ is conditioned by the existence of an appropriate legal and policy frameworks (p49).
- The measurement of impact was not possible as activities had only recently commenced. Concerns raised that the data being gathered (or not gathered) will make future impact assessment difficult. Absence of baseline information. (p xiii; p 43)

Pro-poor recommendations/lessons in evaluation:

- UNIDO should develop a systematic approach to defining the strategy of SMTQ projects (p 48). Ensure the clarity and cohesion of the causal chain by a more systematic approach to formulating SMTQ log frames and use the log frame as a tool for monitoring and management by all stakeholders. (p xv; p10; p50). A stylized 'Causal Chain' for SMTQ projects was formulated (p 13).
- The sequencing of metrology interventions. Poor consumers cannot wait for a national metrology system to be in place before they are allowed to benefit from field calibration of measuring instruments (p xv)
- Protection from sub-standard consensus. This project highlights the merits (and challenges) of work in this area and this may have merit for the design of future SMTQ programmes. Further research and pilot projects are needed (p xvi)

Togo, Côte d'Ivoire, Senegal: SMTQ ***# 44***

- UNIDO (2009): *UNIDO activities in the area of Standards, Metrology, testing and Quality (SMTQ), UNIDO/UEMOA STMQ Programme Togo, Côte d'Ivoire and Senegal,* Thematic Evaluation, Work Package II

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 6) o The overall objective, 'strengthen competitiveness of enterprises and ensure conformity with international rules of trade and technical regulations, in particular TBT/SPS through establishing and/or strengthening national and regional infrastructure relating to trade in the area of providing services in the field of quality, standardization and conformity assessment' o Two main results: ▪ 'National and regional quality support infrastructure in place and able to support enterprises to comply with international norms, technical regulations relating to SPS and TBT' ▪ 'Activities relating to standardization, conformity assessment and accreditation are functioning and able to verify compliance of products and services with international norms'								
		Strengthening of the 'demand side' (broadcasting, quality award scheme for enterprises) (p 15) No activities to strengthen consumer associations (p 26)	Transparent and systematic selection process for enterprises participating in pilot projects for QMS certification is in place (p 20)				Assumptions only defined in a general way (not in regards to each objective) and some of them are not external pre-conditions for achieving objectives (p18). No risks defined (external threat, the likelihood it occurs and how to address them) (p 18)	

Assessment in evaluation:

- While detailed reporting on activities is available, it does not provide any assessment of results achieved against objectives in the project document (p 9; p 10). Reporting is merely activity based and does not link progress to objectives (p 19)
- Enterprise quality award scheme could become a part of other UNIDO TCB projects (p 16). Importance of including 'quality issues' into education, in particular tertiary education (p 16) A communication specialist is about to be recruited (Senegal) (p 16)
- Application of project management tools is general was weak (p 18). No baseline data (p 18). Using PCM tools and RBM would also help to achieve necessary change mindsets towards achieving results rather than just disbursing funds and completing activities (p 19).

Pro-poor recommendations/lessons in evaluation: ---

Ghana: Trade Capacity Building ***# 45***

- UNIDO (2009): *Trade Capacity Building for Ghana,* Independent Mid-Term Review

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 1, citing Pro Doc p 14) o To 'enhance the export performance of Ghana, by creating conditions for strengthening supply capacities in selected agriculture and industry branches, establishing a credible conformity assessment infrastructure and fostering integration into the multilateral trading system, while at the same time strengthening local consumer protection'								
Well aligned with Ghana's trade facilitation strategies and policies and an element of the PSD strategy (p 5) Careful needs assessment (xiii) Contribute to MDG 1 by creating more jobs (p 19)				Protect consumer welfare (through applying standards on imports an domestically manufactured products) (p 18)			Assumptions are generic and some of the are not issues that really matter (p 7) An identification and assessment of risks and a plan how to address them is missing (p 7)	Many outputs and outcomes are not i) clearly measurable and/or ii) no causal link exists between the performance indicators and the objectives (p 3; p7) Baseline indicators not available (p 7)

Assessment in evaluation:

- The project comprehensive, inter-linked approach to strengthening SMTQ including the institutional side (quality service providers) and the demand side (p 7)
- Less attention was paid to the logical framework (p 7). The log frame in the project document does not meet bet practices, which makes an assessment of progress difficult (p3). Specific suggestions on how to improve the logical framework are included (p 8). Progress reports are activity rather than results based (p x).
- The lack of sharing financial data with counterparts is not only a transparency issue, but also a missed opportunity for capacity building on how to plan for and implement upgrading and technical capacity building projects (p 20)
- Provision of expensive software to enterprises is questionable (p 21). Replacing a system that works by a luxury solution does economically not make sense. A manual system requires a higher input in terms of work time (which is not a burning problem considering salary levels) (p 22)

Pro-poor recommendations/lessons in evaluation:

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Mekong Delta: Trade Capacity Building ***# 46***

- UNIDO (2009): *Trade Capacity Building in the Mekong Delta countries of Cambodia, Lao PDR and Vietnam (Phase 2),* Thematic Evaluation, Independent Assessment Report

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p) ○								
Needs assessment biased towards supply rather than demand side (p 8)		Input to important elements such as strengthening consumer associations, public awareness rising not included (p10)					No risks/assumptions were defined (p 12)	No measurable performance indicators (p 12)

Assessment in evaluation:

- Phase 1 attempts made to address consumer concerns. Final evaluation of phase I did not look into the reasons why this was not further pursued. One reason boulc be that awareness rising among general consumers is challenging (Cambodia and Lao PDR) (p 11).
- Logframe were not properly used. (p 12). Risks that could have been identified were not addressed (e.g. on the institutional strengthening side) (p 12).
- A transparent selection process of enterprises with clear selection criteria (based on a diagnostic assessment) would be paramount (p 21)
- The supply and demand sides of SMTQ services should be strengthened ina combined manner. Ways of demand side strengthening are working with business associations, universities and consumer associations (p 23)

Pro-poor recommendations/lessons in evaluation:

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Sri Lanka: Laboratory testing services ***# 47***

- Institute of Policy Studies of Sri Lanka (2009): *Impact of the availability of accredited laboratory testing services from SLSI, ITI and TTSC on three main export sectors of Sri Lanka,* (Final report of the survey of exporters)

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 2) o The objective was to improve the capacity of public sector SMTQ service providers and thereby improving the 'trade capacity' of the Sri Lankan economy, contribute to strengthening its 'competitiveness' and, in turn, improve the income of workers from productive export-oriented activities and thus eventually contribute to reducing poverty.								
								Baseline data not available (p 2)

Assessment in evaluation:

- Comparison between services delivered before and after accreditation would not be possible as no statistical information is available for most of the services provided before 2002 (p 2).
- In addition to quality challenges, national security and labour issues were main challenges in 2000 (tea) (p 12)
- Current main challenges are complying with environmental standards, buyer private standards and social standards (garments) (p 16)

Pro-poor recommendations/lessons in evaluation:

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Lebanon: MACLE ***# 48***

- UNIDO (2009): *Increase Access to Markets for Lebanese Products and Improvement of its Quality Infrastructure to Increase TBT/SPS Compliance,* Independent Final Evaluation.

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome

• ***Development objective:*** (p vi)
  ○ To facilitate industrial development and trade by reducing technical barriers to trade through strengthening capacities of the Lebanese TBT/SPS infrastructure and capabilities
• ***Specific objectives*** (p vi)
  ○ (1) Upgrading of laboratories, services for packaging and labelling for exports
  ○ (2) Technical support, information for market access and consumer protection
  ○ (3) Improving Lebanese quality chain of selected agro-based products								

Aligned with Lebanon's trade facilitation strategies and policies (p 6) Contributes to MDG1 through employment generation (p 17)							Identification of risks and assumptions rudimentary and generic (p 8)	Performance indicators a) not clearly measurable and/or b) no causal links exist between the performance indicators and the objectives (p 8) . Some outputs defined are in fact outcomes (p 8) Sources of verification not clear (p 8) Baseline data not available (p 8)

Assessment in evaluation:

- The Pro Doc does not include a logical framework (p 4). Instead the Pro Doc includes a list of objectives, required outputs and performance indicators. Had negative impact on monitoring and evaluation but no on implementation (p vii, x, 9). Reporting did not include an assessment of planned against achieved results (p 4)
- Direct beneficiaries are Ministries and other institutions and companies and industrialists (p 2). Worked closely with private sector associations such as syndicates, industrialists and chambers of commerce (p 5)
- Remarkable is that the problem analysis started with the needs of enterprises and not with a wish list of official counterparts (p 6)
- 'Substandard products undermine the limited purchasing power of poor consumers and threaten public health, safety and welfare. SMTQ also contributes in more direct ways to poverty alleviation and improved living standards of the population – not only through facilitating trade and spurring economic development. This benefits especially also poor consumers who rely on cheap products' (p 17). **NOTE:** nothing in evaluation report to provide evidence or to validate these statements.
- Fostering domestic demand for quality by strengthening consumer protection – also part of MACLE's objectives – contributes to a 'quality culture' or 'quality awareness' that ultimately triggers better product quality in a competitive market. (p 18). **Note**: nothing in evaluation report to validate that this has happened.
- Another element (not covered by MACLE) would be strong consumer lobbies (p 18)

Pro-poor recommendations/lessons in evaluation: ---

Thematic: SMTQ ***# 49***

- UNIDO (2010): *UNIDO activities in the area of Standards, Metrology, testing and Quality (SMTQ),* Thematic Evaluation, Draft final Report, Volume II: Key Success Factor and Country/Project sheets

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** o Synthesis of 16 country/project evaluations								
Important undertake careful needs assessment considering the contribution of certain sectors to the national income, labour creation, poverty reduction, strategic importance etc. (p 15) Decisions on technical coverage at project design often seem to be related to factors other than a clearly identified need (p 15)		Missing need to include consumers and domestic companies to be more aware of quality (p 5) - consumer lobby - within structure of education - among small companies Un-measured but probably strong relationship between poverty, consumer voice and standards (p6) Dissemination of notifications an important mechanism to encourage improvements and investment in quality infrastructure which is often not part of programme design (p9)	New so-called private standards are constantly emerging. Providing services to meet these standards is a symptom of a well functioning NQS. The same is true for environmental and labour standards (p 75) Assuming that the appropriate counterpart or host institution is selected, the way that body reaches out to or includes other key actors is crucial for projects to have impact. Inclusion in this contest refers to the way that an organisation or project reaches	By focussing on export food sectors and ignoring domestic food safety SMTQ projects might be promoted a dualistic domestic food safety structure – one that accepts food safety risks in return for cheap food on the local market but complies with the high standards required by developed economies such as the E U (p 57) Defensive reasons (e.g. protecting the domestic population from harm through mis-selling) not seem to be particularly	Gender make-up. It is not uncommon for governance bodies not to reflect the normal gender distribution of an economy. Signs of disfunctionality include: ... inadequate gender balance especially among senior staff) (p 81)		Risks and assumptions should be identified ex ante (p 38). Also risks should be assessed (how likely are they to occur), assumptions clearly defined and measures identified how to cope with them (p 38). Assumptions and risk should relate to the objectives defined (rather than abstract) and be outside the direct control of the project itself (p 38)	A logical framework with objectively verifiable is a symptom of a well managed project (p 38) Particular efforts should be made to ex ante define clear objectives (results, expected outcomes) that are linked to measurable performance indicators (p 38) Baseline data relating to objectives needs to be retrieved (p 38)

		The demand for quality is probably highly relevant, but undervalued element of SMTQ projects (p10) Quality conscious societies have mechanisms for consumers to a) be protected and b) feed their views into quality policies (p 72) Concept of consumer rights relatively new in developing country but is gaining credence. The poor, who have less ability to make economic choices, disproportionately punished by sub-standard products. This poverty aspect of SMTQ is little understood and deserves more research (p 72).	out to and involves key stakeholders before, during and after implementation (p 77)	strong drivers of quality infrastructure (p8)				

Assessment in evaluation:

- There is little known about the spill-over effects of quality demand drivers in an economy and further research to identify the role and importance of these would be useful in guiding future investment (p 10)
- Many projects are identified and developed 'on-demand' by UNIDO for donors. Time and funds for project identification and development so limited that it is not possible to conduct proper stakeholder analysis or to develop elaborate project proposals with inception phases (p 34)
- Increasing pressure for donors to 'buy-in' to sector wide approaches and indicative frameworks, but an apparent reluctance on the part of UNIDO to move in this direction (p 36)
- UNIDO logical frameworks are consistently criticised in all the evaluations for having poorly formulated Objectively Verifiable Indicators (OVI). In almost all cases these indicators were not specific enough, were not time-bound and the means to measure them was unavailable (p 38)

Pro-poor recommendations/lessons in evaluation:

- Consumer voice would seem to be generic to SMTQ (p 73)

UNIDO's Field Mobility Policy: ***# 50***

- UNIDO (2009): *UNIDO's Field Mobility Policy,* Process Evaluation

Effects on Multi-Dimensional Poverty Reduction - Findings from Document Review							***Results Monitoring***	
Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • **output** • **outcome**
• ***Development objective:*** (p iv) ○ Introduced in April 2006 'in order to strengthen the Organization's field network so as to bring its services closer to its clients and strategic partners in developing countries and countries with economics in transition'								

Assessment in evaluation:

- Increased staff mobility, enhanced career development, improved image of field service and strengthened field offices, including improved visibility and collaboration within the UN system (p 6)

Pro-poor recommendations in evaluation:

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COMPID: ***# 51***

- UNIDO (2009): *Strategic Research Project COMPID. Combating marginalization and Poverty through Industrial Development (COMPID),* Independent Evaluation.

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome
• ***Development objective:*** (p 1) o Overall development objective: '...to support sustainable industrial development in less industrialized, poor countries...' o Immediate objective: '...to develop a better analytical foundation for UNIDO's dual role of delivering technical assistance to these countries and providing global forum activities relevant for furthering their development'.								
							No explicit intervention theory (p 32)	No performance indicators and absence of logical framework (p 32)

Assessment in evaluation:

- Overall, the thematic priorities operated a remarkable shift towards pro-poor industrial development approaches and a focus on LDCs (p 7).
- This forceful policy priority on poverty alleviation was not only acclaimed but also requested by the donor community. It was expected as UNIDO's response to the UN MDGs (p 15)
- The five COMPID themes were an adequate UNIDO response to the UN MDGs. They include traditional UNIDO strengths as well as innovative themes such as the importance of social capital for industrial development and emphasized pro-poor industrialization with a focus on LDCs (p 25)
- The relevance of the COMPID themes was also acknowledged by the peer reviewers as explained in the COMPID final report (p 26).
- COMPID succeeded in putting poverty on UNIDO's agenda and in strengthening the theoretical foundations of existing themes in UNIDO (p 36).
- The Pro Doc did not explain the uptake strategy of COMPID (p 32) although the ambition of COMPID aimed at organizational development and better synergies between global form (GF) and technical cooperation (TC) (p vii)

Pro-poor recommendations/lessons in evaluation:

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Cooperation Agreement: ***# 52***

- UNIDO, UNDP (2009): *Implementation of the cooperation Agreement between the United Nations Industrial Development Organization and the United Nations Development Programme,* Joint Terminal Evaluation.

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Economic • Consumption • Income • Assets	**Protective** • Security • Vulnerability	**Political** • Rights • Influence • Freedom	**Socio-Cultural** • Status • Dignity	**Human** • Health • Education • Nutrition	**Gender** • Direct • Mainstreamed	**Environment** • Direct • Mainstreamed	**Assumptions related to expected outcomes**	**Indicators** • output • outcome

- ***Development objective:***
  Two dimensions of collaboration (p 8):
  - Joint PSD programmes - with the ultimate objective (p 34):
    - '... to expand, and enhance the impact of, both organizations' PSD support programmes with a view to strengthening the contribution of the private sector to the achievement of the Millennium Development Goals (MDGs) in developing countries. Special emphasis will be placed on the joint design and development of mutually reinforcing, interlinked support programmes, which can effectively tackle existing constraints to unleashing dynamic entrepreneurship.'
  - Introduction of a new model of field representation, in which UNIDO would establish desks within UNDP country offices – designed within the United Nations reform process:
    - ... seen in part as an attempt to develop a new model of collaboration for other UN organizations (p 14)

  Aimed at implementing the principles of partnership and specialization – in accordance with the recommendations from the report of the commission on the Private Sector and Development: '*Unleashing Entrepreneurship: Making Business Work for the Poor*'

Assessment in evaluation:

- Mutual disregard of the Cooperation Agreement in PSD strategy: not mentioned in UNDP's Private Sector Strategy (September 2007) and not referred to in UNIDO's draft PSD Strategy (2009) (p 10)
- While its objectives remain important, the agreement has lost its relevance as a platform for joint programming, particularly in light of the UNDAF guidelines. The agreement as tool has less relevance than newer initiatives (p1 3). The emergence of several joint programme funding initiatives as well as the progress made in the operationalization of the UN reform have, to a large extent, made the Agreement redundant with respect to joint PSD Programmes (p 45).
- With regard to the UNIDO desk component, the agreement did not provide sufficient guidance for implementation. Country level agreements complementing the agreement would have helped (p 15).
- The establishment of UNIDO desks does not automatically lead to an increased delivery of UNIDO services or to greater and more effective alignment with the national development planning and management processes (p x).
- UNIDO staff at headquarters and at country level stated that the field presence is indispensable for developing projects financed by new funding modalities, such as global Multi-Donor Trust Funds: e.g. United Nations Trust Fund for Human Security and the Millennium Development Goals Achievement Fund (MDG-F) (p 20)
- A mismatch between the many tasks assigned to the HUOs and the tools provided to address them (p 21). UNIDO's centralized decision-making process was mentioned as debilitating the UNIDO desks (p 21). The contribution of UNIDO desks to the efficient implementation of projects is uneven. Several factors constrain the efforts of UNIDO desks, including limited decision-making power, time-consuming communication with headquarters via UNIDO regional offices, limited human resources, no access to UNIDO information technology tools for resource planning and unclear responsibilities of heads of UNIDO operations in programme implementation (p xi)
- The performance of UNIDO desks with regard to facilitating access to UNIDO expertise is uneven and depends to some extent on the size of the UNIDO portfolio (p 22)
- Sustainability depends on many factors, including:. ...commitment to partnership at all levels of organizations, which in turn depends on the strength of the mutual benefits accruing through the agreement including resource mobilization. Sustainability can only be decided on a case-by-case basis (p 33)

- It is a shortcoming that UNIDO has not established a functioning review mechanisms for country desks (p xii)
- Joint PSD Programmes: lack of common understanding of what PSD is supposed to encompass – varying applications of the concept by different actors, incl. UNDP and UNIDO (p 34).
- Both UNIDO and UNDP depend to a large extent on non-core funding from bilateral donors and from the governments of host countries for their technical cooperation activities – budget of donors for PSD are limited (p 37)
- The increasing share of direct budget support in overall official development assistance further reduce the amount of funds that can be channelled directly through UNDP or UNIDO, and poses a serious challenge in terms of redefining their role in the ODA system (p 37)
- The Cooperation Agreement did not sufficiently consider the organizational changes that were necessary for effective implementation. Top management in both agencies underestimated the order of magnitude of the changes that the Agreement was mandating for their respective organization (p 37); internal resistance or indifference; changes in organizational behaviour mandated by the Agreement required motivational communications to convince concerned personnel (p 38).

Pro-poor recommendations/lessons in evaluation:

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Annex 6
Logic of interventions as seen from programme/project development objectives

#*/	Support	Lead to	In turn lead to	In end contribute to… (objective)
	Post Crisis Rehabilitation			
1	- promote cottage industries	- create jobs - increase incomes	--	…poverty alleviation in vulnerable groups
2	- support PSD and SME development and growth - support energy efficiency and environmentally sustainable industrial development - support recovery and rehabilitation of communities in the Tsunami affected areas and post conflict areas			…sustainable industrial development
3	- SME development with emphasis on rural areas and agro-industry development			…support the government's poverty reduction strategy and economic recovery programme in the areas of employment and income generation
4	- provide veterans, former rebels, their dependents and wider communities with marketable skills (component of IP #9)	- increased self-employment and income generation opportunities and sustainable livelihoods		...the Government of Uganda efforts aimed at i) the social and economic reintegration of veterans, former rebels and their families into civilian life and ii) the eradication of poverty in particularly rural farming communities
5	- training of individual members of vulnerable households	- be employed or engaged in viable food and non-food MSSE activities		...economic recovery of North Iraq (Erbil and Sulaymaniyah governorates) supported
6	- support economic recovery and restore livelihoods in war-affected areas of Lebanon there...			....generating employment and alleviate poverty in the country
7	Terms of Reference for Evaluation available – yet no report			
	Integrated Programmes (IP)			
8	- promote improvements in productivity in agro-based industries	- agro-based industries as the motor of the economy		…sustained high growth rates and poverty reduction
9	- develop technical cooperation activities in light of the performance and structure of the manufacturing sector - private sector led enhancement of	- potential of industry contribution to		…poverty alleviation

	competitiveness of manufactured products - improvements in efficiency of primary agro-based resources			
10	- base on MSMEs as the engine of growth with due attention to environmental and energy efficiency			…to achieve competitiveness of the manufacturing sector
11	- strengthen capabilities of industrial governance - formulate industrial policies - organise support services			…enhance industrial competitiveness and diversification
12	- promote institutional capacity and methodological tools			…strengthened competitiveness and productivity in priority areas of DRSP and PSD Strategy …sub-regional economic integration
13	- focus on agro-processing and PSD - strengthen capacity of support framework - strengthen capacity of MSME entrepreneurs - promote business partnership and market networking between local and foreign entrepreneurs			…poverty reduction and export promotion
14	- ICT technologies (component of IP #9)	- for development and support of SMEs		..strengthen national and district policies and institutional frameworks on knowledge exchange
15	- enhanced capacity of micro- and small scale operators in selected sectors to access markets with products of adequate quality (component of IP #4)			...reduce poverty and improve livelihoods
16	- improve the competitiveness of Made in Syria industrial products in order to...			...facilitate their integration into the global value chain
17	(Evaluation in French – development objective not seen from English Executive Summary)			
	Investment Technology and	*Promotion Offices*	*(ITPO)*	
18	- promote industrial investment and technology from the ITPO host countries			…industrial development and economic growth in developing countries
19	- promote the mobilization of investment resources from abroad to Bahrain, as well as from Bahrain to other developing countries and countries with economics in transition	--	--	--
20	- identify and mobilize the technical, financial, managerial	- implementation of specific	--	…industrial development and

	and other resources in Greece	industrial investment and technology (in developing countries and countries with economies in transition)		economic growth of developing countries and countries with economies in transition
21	- identifying and mobilizing the financial, technological and other resources required for the establishment of business partnerships			...the industrialization efforts of developing countries and the establishment of a private sector-led economy in countries with economics in transition
22	- facilitating the inflow of foreign capital to China and the outflow of Chinese investments of other developing countries and to countries with economies in transition			...assist the Shanghai Foreign Economic Relations and Trade Commission/Shanghai Foreign Investment Commission in expanding cooperation between Shanghai industries and foreign partners
	International Centres			
23	- creation and application of scientific knowledge			... develop and strengthen the scientific and technological capabilities of developing countries
24	- set up a global framework and mechanisms to facilitate technology transfer and diffusion processes in new materials technologies - assist the developing countries to bridge the gap between market demand and technological base - strengthen South-South and North-South cooperation and meet the requirements of sustainable development in the materials industry			
25	- contributing to the upgrading of knowledge and experience of the policy- and decision-makers of the participating cities in IT development strategy - substantive activities to promote regional cooperation in IT and business partnerships - training of personnel in advanced areas of IT such as IT development planning, policy-making, and technology selection			...promotion of IT cooperation and technology partnerships among cities in the Asia-Pacific region
26	- demonstrate international support for the Centre and			...institution building of ICHET

	promote involvement of the international community in INCHET's programmes - lay the foundation for the long term functioning of ICHET			
	Cluster and Networking	*Development (CND)*		
27	- promote EC	- facilitating access to markets	--	…increase export potential for 3 developing countries
28	- improve competitiveness of Nicaraguan SMEs			…increased SME contribution to economic growth and poverty alleviation
29	Country Service Framework: - technology-led interventions - promote foreign direct investment - promote cleaner environmentally friendly technologies and policies - alleviate poverty and promote industrial growth in less developed areas.	- strengthen competitiveness of small and medium-sized enterprises		...India's sustainable industrial development
30	- sensitization aimed at enterprises and support institutions, with due consideration for sectoral and geographic outreach - assistance to export consortia in the process of their formal creation and start-up phase - capacity building of public and private sector partners, making use of and adapting where needed available tools developed by UNIDO and field experiences - advice as regards the development of incentives/improvements in the regulatory environment pertaining to export consortia			...development of export consortia
31	CND in UNIDO documents: - based on assumption that MSME play a key role...			...employment and income generation
	POP Capacity Building			
32	--	--	--	…develop NIP for the People's Republic of China to implement the convention …Long-term: to protect human health and the environment from persistent organic pollutants
	Cleaner Production			
33	- increase industrial efficiency and productivity	-	--	…alleviate poverty in Cambodia and to

	- reduce industry's environmental impact - reduce industry's workers' health and safety impact			promote the country's environmental sustainability
34	- increase industrial productivity and competitiveness - reduce industry's impact on environment - reduce industry's impact on worker's health and safety	-		…alleviate poverty in Lao PDR and to promote the country's environmental sustainability
	Global Mercury Project			
35	Assist pilot countries in - assessment of the extent of pollution from current Artisanal and Small scale Miners activities - establishment of cleaner gold mining and extraction technologies - development of capacity and regulatory mechanisms - introduction of environmental and health monitoring programmes - building capacity of local laboratories to assess the extent and impact of mercury pollution - development of Country-specific policies and legislation - dissemination of project results and searching for opportunities for increased self-financing of the Project			...increase knowledge and awareness of the environmental impacts associated with use of mercury among miners, government institutions, and the public at large
	Sustainable Industrial Resource	*Management*		
36	- develop, apply and transfer environmental sound technologies within the framework of UNIDO's strategy for sustainable industrial resource management			... improve sustainable productivity and market access of enterprises in the selected sectors (foodstuff, tourism, mechanics)
	Combating Living Resource	*Depletion and Coastal*	*Area*	*Degradation*
37	--			- recover and sustain depleted fisheries - restore degraded habitats - reduce land and ship-based pollution
	Small Scale Hydro Power	*Projects*		
38	- provision of energy services for productive uses	- improve living standards of the rural population	--	…poverty alleviation process led by the government
39	- augmenting on/off grid rural electrification - link energy services with productive uses poverty reduction	--	--	…strengthen the capacities of international centre for Small hydropower (IC-SHP), and assist in harnessing the potential of small hydropower in selected

				developing countries in Africa
40				…prepare a project information report… …implement ten Pico-hydro machines… …train local experts… …provide necessary training and capacity building…
	Standards, Metrology. Testing	*and Quality (SMTQ)*		
41	- strengthen food testing standards, metrology and conformity assessment institutional structures and nation al capacities	- reduce technical barriers to trade	-facilitate industrial development and food export capabilities	…consequently spur economic growth and employment opportunities
42	- strengthen standards, metrology testing, quality and conformity assessment institutional structures and national capacities	- reduce technical barriers to trade	- facilitate industrial development and export capabilities	…consequently spur economic growth and employment opportunities
43	- strengthening of institutional structures and national capacities in standards, metrology, testing, quality and conformity assessment	- reducing technical barriers to trade		...facilitate the industrial development and export capabilities and spur the economic growth in the four SAARC countries
44	- establishing and/or strengthening national and regional infrastructure relating to trade in the area of providing services in the field of quality, standardization and conformity assessment			...strengthen competitiveness of enterprises and ensure conformity with international rules of trade and technical regulations, in particular TBT/SPS
45	- create conditions for strengthening supply capacities in selected agriculture and industry branches - establish a credible conformity assessment infrastructure - foster integration into the multilateral trading system - strengthen local consumer protection			...enhancing the export performance of Ghana
46	- thematic evaluation			...further improve UNIDO's technical assistance covering SMTQ and consolidating and developing the thematic leadership of UNIDO in this field
47	- improve the capacity of public sector SMTQ services providers	-improving the 'trade capacity' of the Sri Lankan economy, contribute to strengthening its 'competitiveness'	-improve income of workers from productive export-oriented activities	...reducing poverty

48	- strengthen capacities of the Lebanese TBT/SPS infrastructure and capabilities	- reduce technical barriers to trade		...facilitate industrial development and trade
49	- thematic evaluation			...report objectives, background, method, findings, conclusions and recommendations can be found in Volume I (not included in this review).
	UNIDO Institutional	*Development*		
50	- strengthen the Organization's field network			...bring its services closer to its clients and strategic partners in developing countries and countries with economies in transition
51				...to support sustainable industrial development in less industrialized, poor countries
52	- joint technical cooperation programmes - establishment of UNIDO field posts			...implementation of the principles of partnership and specialization ...increase UNIDO's presence from 30 to 80 countries over a five-year period

*/ *# corresponds to the same # in Set of Matrices in Annex 5.*

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