



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**Office of the Director-General
Evaluation Group**

**Work Programme and Provisional Budget
for 2012/2013**

Date: 23 March 2012

Decisions by the Executive Board

The present document is in line with the decisions of the Executive Board of 5 March 2012 on the following points:

1. Agreement on a partial decentralization of the management of mandatory terminal project evaluations to project managers with project managers being responsible for drafting ToRs and ODG/EVA assuming the selection of consultants as well as advisory and quality assurance roles.
2. Agreement on continuing the emphasis on strategic and thematic evaluations and on assessing results at outcome and impact levels.
3. Agreement on four thematic evaluations: UNIDO's partnerships with the private sector; UNIDO Trade Capacity-building Trust Fund; Post-crisis interventions funded by Japan and a regional thematic evaluation: TCB West Africa
4. Agreement on seven country evaluations. Findings from individual country evaluations under this and the previous biennium in relation to the UNIDO Global Forum function will be synthesized and presented in a thematic report.
5. Agreement on joint activities with the United Nations Evaluation Group (UNEG) and other international cooperation agencies and on activities to support evaluation capacity building within UNIDO and of staff of counterpart institutions.
6. An allocation of Euro 300.000 for 2012 and of Euro 290.000 for 2013 for the implementation of the evaluations specified in the present work programme (see Table 9).

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1. Background and introduction

The present Work Programme (WP) and provisional budget of the Evaluation Group (ODG/EVA) covers the 2012/2013 biennium and serves four main purposes:

- 1) To provide a budget and planning instrument for ODG/EVA;
- 2) To provide information to UNIDO managers and staff and of other stakeholders on evaluations planned;
- 3) To ensure that evaluation budgets will be available from the project budgets, for projects for which an evaluation is mandatory;
- 4) To substantiate the request for additional funding.

The Work Programme is in line with the UNIDO Evaluation Policy and the UNEG Norms and Standards and their principles of independence, credibility and utility. Due consideration has been given to aspects of accountability and availability of evidence-based results information and to learning, for informed decision-making. A consultative process was used in developing the Work Programme and proposals for evaluations have been collected from within the organization.

Moreover, the Director-General's Administrative Instruction No.17/Rev.1 and the appended Guidelines for the Technical Cooperation Programme and Project Cycle (TC Guidelines) provide guidance on the management of technical cooperation programmes and projects. These Guidelines specify that independent terminal evaluations are mandatory for programmes/projects:

- (i) with UNIDO inputs (budget without support costs) exceeding €1 million; and,
- (ii) those being considered for extension in excess of €0.7 million.

The TC Guidelines also specify that independent evaluations should be conducted for projects:

- (i) subject to evaluation requirements and mechanisms established in the funding agreement with the donor;
- (ii) encountering major implementation problems and/or serious disagreement between stakeholders; or those displaying a remarkable measure of success or replicability.

In these particular instances the donors, counterparts, senior UNIDO management or ODG/EVA may commission an independent evaluation at any time.

In the past, the management of mandatory project evaluations fell under the responsibility of ODG/EVA. However, in view of the substantial growth in Technical Cooperation (TC) delivery and a corresponding increase in projects for which an evaluation is mandatory in 2012/13, coupled with the relatively limited resource-base of ODG/EVA, there is a need to revisit the procedures for the management of independent project evaluations. A move to a closer involvement of PTC staff in planning and managing project evaluations was made during the past biennium and proved positive. During the biennium 2012/2013, it is proposed that project managers should manage the project evaluation process with ODG/EVA being responsible for selecting evaluation consultants and ensuring capacity-

building, advisory and quality-ensuring functions. This is in line with the 2009 professional Peer Review of UNIDO's evaluation function which recommended more of a shared responsibility for evaluation within UNIDO.

The Work Programme incorporates various categories of evaluations: mandatory project evaluations, country evaluations and thematic evaluations that are of a more strategic nature.

As in the past, the country evaluations will continue to review the entirety of UNIDO's presence in a country. Thus, in addition to IPs/CSFs and Country Programmes, components of regional programmes, individual projects, including MP and GEF projects, synergies between projects and programmes as well as the contribution to UNIDO's Global Forum function, to UN-wide mechanisms and the functions of the Field Office will be assessed. Objectives and criteria provided in the UNIDO Programme and Budget will, moreover, be used as assessment criteria in the evaluations.

The Work Programme is, furthermore, aligned to the criteria of development effectiveness (results achieved) and organizational effectiveness. The latter, used by the Multilateral Organizations Performance Assessment Network (MOPAN), incorporates four dimensions of management: strategic, operational, relationship and knowledge management. Country evaluations will also assess the performance of the respective Field Office or other field representation entities against these criteria.

2. Work programme priority areas and planned evaluations

ODG/EVA will continue to be involved with evaluations at three levels;

1. Strategic or thematic
2. Country
3. Project and programme

The evaluations proposed for the various levels are presented in the following. The evaluations were selected on the basis of in-house consultations and the draft ODG/EVA Work Programme was shared with the members of the UNIDO Executive Board. Expected utility was a major criterion when selecting strategic, thematic and country evaluations. All evaluations will have a major focus on results at the outcome level and due attention will be given to feeding evaluation findings and recommendations into results-oriented reporting, strategic planning frameworks and organizational learning and to link up with ongoing in-house research activities.

2.1 Strategic or thematic evaluations

ODG/EVA will continue to conduct thematic and strategic evaluations as this has been found to increase the utility of and learning from evaluation. These evaluations concern strategies, policies and thematic (programme) areas. Four thematic evaluations will be carried out during the biennium:

1. UNIDO partnerships with the private sector
2. UNIDO dedicated funds for high-priority areas: Trade Capacity-Building Trust Fund
3. Regional Thematic Evaluation of TCB Programmes in West Africa
4. UNIDO post-crisis interventions funded by Japan.

Moreover, thematic evaluations initiated during the previous biennium will be finalized in 2012. To this category belong thematic evaluations of Industrial Upgrading, POPs, Field Office Performance, UNIDO's Contribution to One UN mechanisms and UNIDO's Contribution to MDGs.

Thematic evaluation: UNIDO's partnership with the private sector

This thematic evaluation will assess the performance and results of UNIDO partnerships with private corporations, such as **Hewlett Packard, Microsoft Corporation, Metro Group, and Scania CV AB**. The evaluation is in line with the emphasis on public/private partnerships of the Busan Outcome document and as such very timely. Table 1 below provides a tentative overview on the projects initiated under the respective partnerships.

Table 1: List of private sector partnerships and related projects (tentative list of projects for review)

Country	Number(s)	Project Title	Allotment (USD)	Remarks
Hewlett Packard. The UNIDO-HP partnership focuses on training of unemployed youth. To date, under the joint Graduate Entrepreneurship Training through Information Technology (GET-IT) programme, over 12,000 persons in Africa and in the Arab region have been trained.				
Inter-regional	TF/INT/11/015	UNIDO-Hewlett Packard cooperation for entrepreneurship and I T capacity-building in Africa, Asia, Latin America and the Middle East	324,545	
	TF/INT/10/004	UNIDO-Hewlett Packard cooperation for entrepreneurship and IT education in Africa, Asia, Latin America and the Middle East	230,000	
	TF/INT/09/003 XP/INT/09/004 YA/INT/09/005	UNIDO-Hewlett-Packard Cooperation for Youth Entrepreneurship Development in Africa and the Middle East	192,880 10,025 49,869 252,774	
Regional Africa	TF/RAF/08/016 YA/RAF/08/018	UNIDO-Hewlett-Packard Cooperation to deploy the GET-IT Programme in Six African Countries in 2008-2009	67,065	
			29,576 96,641	
Microsoft Corporation. The UNIDO-Microsoft partnership seeks to enhance the transfer of skills to and the competitiveness of SMEs. An example is the computer refurbishment programme, launched in Uganda to provide affordable computers to SMEs. At the request of the Government, a similar programme has been started in Trinidad and Tobago and others are planned for selected countries in sub-Saharan Africa and the Caribbean.				
Uganda	UE/UGA/09/003	Establishment of two District Business Information Centres to promote Private Sector Development and Information and Communication Technologies- Phase II	348,014	
Trinidad and Tobago	SF/TRI/09/001	Design and implementation of a computer refurbishment centre in the Republic of Trinidad and Tobago	51,545	

Country	Number(s)	Project Title	Allotment (USD)	Remarks
Nigeria	SF/NIR/09/A01	Country Programme for Nigeria 2009 – 2012: Component – Industrial Information System and Computer Refurbishment	280,000	
Global	TE/GLO/08/023 XP/GLO/08/022 YA/GLO/08/021	UNIDO Business Partnership Programme – ICT for development	212,505 55,312 206,274 474,091	
Global	XP/GLO/07/023	Support Programme under the UNIDO-Microsoft Partnership Framework Agreement	237,668	
Global	XX/GLO/11/X02	UNIDO Business Partnership Programme: Information and Communication Technology for Development	485,333 (planned budget)	
Metro Group. Within the framework of the Global Food Safety Initiative (GFSI), the METRO Group and UNIDO jointly strengthened SMEs in Egypt to enhance supplier compliance of food safety standards. After this first demonstration phase, it is expected that the programme will be replicated in other countries.				
Global	UE/GLO/09/017	Programme to increase availability of high quality and safe food and reduce post-harvest losses in ACP countries: Establishment of ETRACE as an excellence center for traceability and agribusiness trade development	1,118,626	
The UNIDO - SCANIA Operations and industrial maintenance training academy project In Iraq aims at improving the performance of the industry to service and maintain modern equipment and generate employment opportunities in the sector.				
Iraq	TF/IRQ/11/001	Operations and Industrial Maintenance Training Academy	981,,093	Planned budget: USD2,492,500
	TE/IRQ/11/001		1,403,567	

(Source: Agresso and UNIDO InfoBase)

Thematic evaluations related to TCB

Trade Capacity Building (TCB) has been and will continue to be one of the three programmatic pillars of UNIDO. According to the widely accepted "Three C Approach", successful TCB is a combination of improved Competitiveness, Conformity and Connectivity. By its mandate, UNIDO is in a unique position to cover large parts of the "Three C Approach". Competitiveness is addressed by UNIDO's Industrial Upgrading programmes and Conformity by UNIDO's SMTQ Programmes, while Connectivity comes primarily under the responsibility of other UN Organizations (WTO; WB; ITC).

ODG/EVA has conducted a thematic evaluation of the UNIDO SMTQ programme and a thematic evaluation on Industrial Upgrading is ongoing. Both evaluations point to two major constraints, which need to be addressed under the present 2012-2013 evaluation Work Programme:

- UNIDO misses important strategic opportunities arising from its mandate because it implements the "Three C Approach" in a fragmented manner. SMTQ projects/programmes need to be driven by industry, which is not always the case and, on the other hand, upgrading programmes need to adopt a comprehensive institution-building approach going beyond the firm level.
- UNIDO misses important learning opportunities in the area of TCB because no evaluations have been conducted of its large regional programmes in West Africa, relating to Upgrading and SMTQ.

Regional Thematic evaluation: TCB Programmes in West Africa

UNIDO implements two large regional TCB programmes in West Africa:

- Restructuring and upgrading of industries in UEMOA countries TE/RAF/07/001; Overall budget (French funding): US\$9,511,680 (excluding related sub-projects: A01: US\$508,496 ; B01: US\$378,326; C01: US\$53,888; D01: US\$2,811,322; total (main proj. + sub-proj.: US\$13,263,712);
- Competitiveness support and harmonization of TBT and SPS measures EE/RAF/07/017; Overall budget (EU funding): US\$11,367,092 (excluding related project EE/RAF/07/A17: US\$7,707,655; total (main project+sub-proj.): US\$19,074,747).

None of these programmes have been evaluated although both evaluations are mandatory and due since more than two years. In principle, the evaluations fall under the responsibility of the respective donors but, for various reasons, the donors did not initiate these evaluations. Both programmes are planned to be extended and the absence of evaluations for these programmes, which are among the most longstanding, wide ranging and strategically important UNIDO initiatives as well as of considerable size in terms of budgetary resources, represents not only a missed opportunity for learning but also a serious violation of the UNIDO Evaluation Policy and the TC Guidelines.

The present work programme therefore includes a combined evaluation of the two regional UNIDO programmes in West Africa (SMTQ and Industrial Upgrading). It will build on the findings and recommendations of the two mentioned thematic evaluations. It will be conducted in close cooperation with the UEMOA Commission and the two donors (EU and AFD).

In view of the urgent need to learn from the first phases and to feed learning into the design and implementation of the next ones, the evaluation should be conducted in 2012. Methodologically, the evaluation will rely on desk studies, a web survey and field visits to conduct interviews with the participating regional bodies, governments and representative samples of different categories of beneficiaries (companies; Business Development Service providers; SMTQ bodies; policy makers and donors).

Thematic evaluation of the TCB Trust Fund

The TCB Trust Fund was established as a dedicated fund at the Finance for Development Conference in 2002, in order to enable the organization to rapidly respond to requests for needs assessments and technical cooperation in the area of TCB. About 20 projects with a total value of about USD 2.5 million have been financed, so far.

The thematic evaluation is to review the performance and results of this trust fund and of individual projects and to what extent funded projects triggered funding for follow-up projects. Please refer to Annex D.

Thematic Evaluation: UNIDO's post-crisis interventions funded by Japan

This thematic evaluation concerns a set of post-crisis projects that are being implemented in 2011 and 2012. With the exception of a CIDA funded project in Sudan, these projects are funded from a special Japanese source of funding that is dedicated to projects in post-crisis environments.

The thematic evaluation will implement the AMC decision of 10 December 2010, which stated: *"In view of synergies and the potential for organizational learning, the five post-conflict interventions in Sudan, Eritrea, Kenya, Somalia and Democratic Republic of Congo should be subject to a combined evaluation; the modality of this evaluation and the necessary funding should be discussed between PTC/AGR/AIT and ODG/EVA. The same should be considered for the projects in Liberia and Sierra Leone as these two are very similar in concept and approach."*

Furthermore, a number of these projects are being followed up with similar projects in 2012 also funded by the Japanese Special Fund. Following the AMC decision of 13 February 2012 these follow-up projects (relevance and design issues) should be included in this thematic evaluation.

While the AMC decision did not cover Afghanistan, it is proposed to also include a project implemented in this country as part of the thematic evaluation as well as a larger post-crisis project in Sudan (TF/SUD/09/002) funded by CIDA.

Table 2: Projects to be included in the thematic evaluation of post-crisis projects

Country	Project Code	Title	Allotment (USD)
Afghanistan	TF/AFG/11/001	Social reintegration of vulnerable groups in flood-affected areas in Nangarhar through skill development and income generation	752,212
Democratic Republic of Congo	TF/ZAI/11/001	Bringing support to the national reconstruction programme of DRC for livelihoods recovery and peace building	1,150,443
	SAP ID: 110043 XX/ZAI/11/X01 (44009)	Developing the agro-processing sector for livelihoods recovery, jobs diversification and peace building	1,150,443
Eritrea	TF/ERI/11/001	Community livelihoods and micro-industry support project for communities affected by natural disasters in the northern Red Sea region	877,754
Kenya	TF/KEN/11/001	Crafting a green future – bamboo in the curio and souvenir industry of Kenya	1,327,434
	-	Crafting a Green future: Promoting the development of bamboo micro-industries in the Mau Forest Complex (phase 2)	tbd
Liberia	TF/LIR/11/001	Rehabilitation of training centres in vulnerable communities in Liberia	1,369,912
	SAP ID: 110031 XX/LIR/11/X03 (43995)	Promoting peace building opportunities through multi-skills training	619,400
Sierra Leone	TF/SIL/11/002	Rehabilitation of training-cum-production centres in vulnerable communities of Koindu, Kpandebu and Pujehun in Sierra Leone	1,167,412
Somalia	TF/SOM/11/001	Integration and progress through skill and employment for displaced groups in Somalia	1,061,947
	SAP ID: 110038 XX/SOM/11/X01 (44003)	Supporting economic revitalization through income generation and employment creation in Somaliland (SERIES)	1,327,400
Sudan	TF/SUD/11/001	CLARIS - skills for peace and income	707,965
	SAP ID: 110037 XX/SUD/11/X06 (44002)	Integration and progress through protection and empowerment of displaced groups in Southern Sudan	1,327,434
	TF/SUD/09/002	Recovery of coastal livelihoods in the Red Sea State of Sudan through the modernization of artisanal fisheries and creation of new market opportunities	4,990,978
TOTAL			13,406,075

In addition to the above mentioned thematic evaluations, ODG/EVA intends to develop a synthesis document on findings related to the performance of UNIDO's Global Forum function, coming out of the 2010/11 country evaluations and of the forthcoming country evaluations.

Table 3 below summarizes the envisaged thematic evaluations and proposed time frames and budgetary requirements.

Table 3: Thematic evaluations planned for 2012/2013

Theme	Proposed year	Proposed Budget (Euro)
UNIDO initiatives related to enterprise upgrading ("mise à niveau")	Note: These thematic evaluations were initiated during the previous biennium (2010/2011) and will be finalized during 2012	n/a
Field Offices		n/a
UNIDO's contribution to MDGs		
UNIDO's work in the area of Persistent Organic Pollutants (POPs)		n/a
UNIDO's contribution to One UN mechanisms		n/a
UNIDO's partnership with the private sector	2012	5,000
	2013	45,000
TCB trust fund	2012	50,000
Thematic regional evaluation TCB West Africa	2012	50,000
UNIDO's Global Forum function	2012	30,000
Thematic evaluation of Post-Crisis interventions	2012-13	30,000 (2013) Also to be funded from project budgets
Total (in Euro)		210,000

2.2 Country evaluations

The 2012/13 Work Programme encompasses seven country evaluations of which four are to be implemented in 2012 and three in 2013. One of these, Cuba, was included in the 2010/11 Work Programme and funds are already available. Table 4 below lists the planned evaluations and the budgetary requirements.

Table 4: Country evaluations planned for 2012/2013

Country	Programme	MP projects	GEF projects	PTC proposal	Timing	Budget (Euro)
Cuba	IP II		✓		2012	N.A.
Iraq	-	✓			2012	50,000
Kenya	IP II	✓			2012	50,000
Mexico		✓	✓		2013	50,000
Pakistan	IP	✓			2013	50,000
Russian Federation	CSF		✓		2013	50,000
Zambia					2012	35,000
TOTAL						285,000

The seven countries were selected in collaboration with PTC. Due consideration was given to the size of the technical cooperation portfolio, including IPs and CSFs and GEF and MP projects. Information about the major TC components of the individual country evaluations is provided in Annex B.

2.3 Project evaluations

Evaluation Management

As already highlighted above, UNIDO independent terminal project evaluations used to be managed by ODG/EVA. However, in view of the large number of project evaluations foreseen during the biennium and the limited resources of ODG/EVA, the present Work Programme foresees that project evaluations will be managed by project managers and that ODG/EVA should have advisory and quality assurance functions. This is in fact the only practical way to cover the large number of projects that are due for evaluation only in 2012 (Table 5 below refers).

This change in procedures entails that project managers will be responsible for drafting the TOR and job descriptions for evaluation consultants and managing the evaluation process. ODG/EVA will be responsible for selecting the external, independent evaluation consultants and would have **mandatory** entry points along the process in order to ensure the impartiality, independence and credibility of an evaluation. This procedure is in line with the evaluation practice of a majority of UN agencies.

A flow chart illustrating the roles of the project managers and of ODG/EVA in the process and in relation to various evaluation outputs can be found in Annex 1. ODG/EVA will also have a capacity building role and, for instance, provide guidelines for drafting evaluation

TORs, assessing evaluation reports and provide coaching to project managers. To support the drafting of evaluation ToRs ODG/EVA will identify Branch-specific issues to be mainstreamed in evaluations of projects from the specific branches. TOR Templates incorporating these issues will be developed by ODG/EVA. The Management Response System (MRS) will continue to be managed by ODG/EVA.

The proposed change in procedures will **not** be applied to GEF funded projects (see below).

A tentative list of all projects (Tables 5 to 9) due to be evaluated in 2012 and 2013 has been drawn up by using the following criteria:

- Projects for which an evaluation is mandatory in line with the TC Guidelines and notably projects with a budget above Euro 1 million,
- Projects for which an evaluation is called for in the project document or in an agreement with a donor or recipient government,
- Projects for which an evaluation is specifically requested by PTC or another stakeholder and where there is a solid case for an independent evaluation,
- Project of strategic importance (important learning component or replication possibilities) or projects at risks.

If the evaluation of a project is covered by a thematic or country evaluation ODG EVA will develop a ToR for the thematic evaluation and the project manager will mainly be responsible for providing background and context information for the specific project and identify specific learning needs and issues.

Table 5: Evaluations of stand-alone projects in 2012 (tentative list)

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
Afghanistan	TF/AFG/11/001	Social reintegration of vulnerable groups in flood-affected areas in Nangarhar through skill development and income generation	752,212	Covered by Thematic evaluation of Post Crisis Projects
Côte d'Ivoire	TF/IVC/10/004	Programme for youth training for post-conflict recovery and peace-building	2,691,000	
	TE/IVC/08/003	Quality training – Insertion of the Youth	780,760	No evaluation funds available – to be combined with the above evaluation
Democratic Republic of Congo	TF/ZAI/11/001	<i>Bringing support to the national reconstruction programme of DRC for livelihoods recovery and peace building</i>	1,150,443	Covered by Thematic evaluation of Post Crisis Projects
	SAP ID: 110043 XX/ZAI/11/X01 (44009)	Developing the agro-processing sector for livelihoods recovery, jobs diversification and peace building	1,150,443	Covered by Thematic evaluation of Post Crisis Projects
Eritrea	TF/ERI/11/001	Community livelihoods and micro-industry support project for communities affected by natural disaster in the Northern Red Sea region	884,956	Covered by Thematic evaluation of Post-crisis projects

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
Ethiopia	TE/ETH/08/008	Technical assistance project for up-grading of Ethiopian leather and leather product industry	3,214,529	Evaluation will feed into the thematic evaluation on Industrial Upgrading
Global activities	TE/GLO/08/030	Strengthening the local production of essential generic drugs in developing countries	1,609,617	PTC proposal
	TE/GLO/10/023	Strengthening the local production of essential generic drugs in developing countries through advisory and capacity-building support	589,971	Independent terminal evaluation foreseen (completion Date 12/2012)
	XP/GLO/11/007		133,333	
	UE/GLO/10/016 TE/GLO/10/017 US/GLO/10/018	Support to agri-business and agro-industry development initiatives: Implementing the three frameworks	951,717	Evaluation requested by project manager for 2012
Guinea	TF/GUI/05/001 YA/GUI/04/430 XP/GUI/04/041 XP/GUI/03/609 YA/GUI/03/413	Quick impact programme for refugee zones: Community-based production centres and community rehabilitation projects	1,581,081	
India	TE/IND/04/001	Consolidated project for SME development in India through establishment of mutual credit guarantee schemes, cluster twinning and foreign investment and technology promotion	467,777	Will be combined with evaluation of cluster project in Vietnam
	TE/IND/04/A01	Cluster twinning component	953,052	
	TE/IND/04/B01	Investment and technology promotion component:	1,412,922	
	TE/IND/04/C01	Mutual credit guarantee schemes' component:	837,006	
	TE/IND/04/D01	Cluster twinning component:	349,364	
Indonesia	TF/INS/08/004 TF/INS/08/A04	Realizing minimum living standards for disadvantaged communities through peace-building and village-based economic development	1,592,905	Final evaluation foreseen in project document (supported by ILO)
Iraq	FB/IRQ/09/004 FB/IRQ/09/A04	Rehabilitation of the Specialized Institute for Engineering Services	2,411,182 1,549,336	
	TE/IRQ/09/008	Promotion of micro-industries for accelerated and sustainable livelihood recovery – Ninewa Governorate of Iraq	131,430	
	TE/IRQ/09/A08		2,148,019	
	TE/IRQ/09/B08		1,441,239	
	FB/IRQ/09/007	Enterprise development through information and communication technology (EDICT)	2,770,941	
	TE/IRQ/09/010	Investment Promotion for Iraq (IPI)	2,604,855	
	FB/IRQ/10/001 FB/IRQ/10/A01 (FAO comp.)	Rehabilitation of the Mosul Dairy Plant	2,371,374	
	TE/IRQ/10/006	Enhancing investments to Iraq through industrial zone development	3,684,281	

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
Kenya	TF/KEN/11/001	Crafting a green future – bamboo in the curio and souvenir industry of Kenya	1,327,434	Covered by Thematic evaluation of Post Crisis Projects
Liberia	TF/LIR/11/001	Rehabilitation of training centres in vulnerable communities in Liberia	1,369,912	Covered by Thematic evaluation of Post Crisis Projects
	SAP ID: 110031 XX/LIR/11/X03 (43995)	Promoting peace building opportunities through multi-skills training	619,400	Follow-up phase to the above
Lebanon	FB/LEB/09/002	Support for livelihoods and economic recovery in war-affected areas of Lebanon	1,401,869	Funds exhausted although independent end-of-project Evaluation foreseen in prodoc
	TE/LEB/10/002	Community empowerment and livelihoods enhancement project	1,817,500	
Malawi	FB/MLW/09/001 TF/MLW/05/001	Empowering poor rural communities with labour-saving technologies for increased labour productivity, food production and income generation	1,456,994	
	TE/MLW/08/001	Capacity-building for Aflatoxin management and control in groundnuts and paprika in Malawi	300,393	Evaluation underway (carried forward from WP2010/2011);
Mozam- bique	TF/MOZ/07/003	Entrepreneurship Development for Youth	1,869,235	
Palestine	TE/PAL/05/001	Technology Transfer for “Recycling of Building Material Waste” a Platform for Production of low-cost Construction Products	3,168,704	Mid-term evaluation conducted in 2010
Regional Africa	UE/RAF/09/028	Preparatory and first operational phase of Secretariat of the ECOWAS Regional Center for Renewable Energy and Energy Efficiency (ERC)		Mid term evaluation jointly with donors in first half of 2012
Regional Asia	TE/RAS/07/001	Market access and trade facilitation support for South Asia LDCs through strengthening international and national capacities related to standards, metrology testing and quality (SMTQ, Phase II)	305,536	
	TE/RAS/07/A01	BANGLADESH	518,505	
	TE/RAS/07/B01	BHUTAN	674,551	
	TE/RAS/07/C01	MALDIVES	573,516	
	TE/RAS/07/D01	NEPAL	604,689	
Regional Latin America	TE/RLA/07/005	Observatory for Renewable Energy in Latin America and the Caribbean: Towards Centers of Excellence in Renewable Energy in LAC	730,573	Evaluation requested by AMC for 2012
	UE/RLA/09/001		1,042,479	
	UE/RLA/09/A01		176,299	
	UE/RLA/09/003		1,204,185	
	UE/RLA/10/004		606,060	
Russian Federation	US/RER/10/002	Establishment of a UNIDO Investment and Technology Promotion Office (ITPO) Network in EurAsEC Member States	1,895,000	
	US/RUS/10/003	Identification, evaluation and prioritization of pollution hot-spots in the basins of trans-	1,310,000	

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
		border reservoirs and transfer of environmentally sound technologies		
Sierra Leone	TF/SIL/11/002	Rehabilitation of training-cum-production centres in vulnerable communities of Koindu, Kpandebu and Pujehun in Sierra Leone	1,167,412	Covered by Thematic evaluation of Post Crisis Projects
Somalia	TF/SOM/11/001	Integration and progress through skill and employment for displaced groups in Somalia	1,061,947	Covered by Thematic evaluation of Post Crisis Projects
	SAP ID: 110038 XX/SOM/11/X01 (44003)	Supporting economic revitalization through income generation and employment creation in Somaliland (SERIES)	1,327,400	Follow-up phase to the above
Sudan	TF/SUD/09/002	Recovery of coastal livelihoods in the Red Sea State of Sudan: The modernization of artisanal fisheries and creation of new market opportunities	4,147,997	Donor: CIDA
	TF/SUD/11/001	CLARIS - skills for peace and income	707,965	Covered by Thematic evaluation of Post Crisis Projects
	SAP ID: 110037 XX/SUD/11/X06 (44002)	Integration and progress through protection and empowerment of displaced groups in Southern Sudan	1,327,434	Follow-up phase to the above
Syrian Arab Republic	TE/SYR/05/003	Industrial Modernization and Upgrading Programme	2,265,621	
Viet Nam	TE/VIE/08/003	SME Cluster development	2,893,708	Will be combined with cluster project in India
	TF/VIE/08/001	Technical assistance to business registration in Viet Nam (Phase A, Module I)	3,985,004	Planned to be evaluated in conjunction with SECO funded project US/VIE/10/002 in 2013
Zambia	TE/ZAM/09/001	Joint UNIDO-WTO Trade Capacity Building Programme Framework for Zambia	1,902,914	Independent tripartite terminal evaluation (Gov., donor, UNIDO)
	SF/ZAM/10/001	Renewable energy-based electricity generation for isolated mini grids in Zambia – Additional funding for setting up mini-hydropower plant as a part of the SHP Mini-grid at Shiwan'andu	3,324,074	

Table 6: Evaluations of stand-alone projects in 2013 (tentative list)

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
Angola	XP/ANG/08/003, US/ANG/08/002, US/ANG/08/001, TF/ANG/10/001	Technical assistance for Angola's Entrepreneurship Curricula in Secondary Schools Programme	1,627,922	
Iraq	TE/IRQ/10/006	Enhancing investments to Iraq through industrial zone development	3,684,281	PTC proposal: Eval. only end 2013
Ghana	XX/GHA/11/X01	Improving Ghana's quality of exports	3,656,800 (planned budget)	Independent mid-term evaluation agreed with SECO
Global activities	UE/GLO/09/004 UE/GLO/04/004	ITPO Paris	6,078,246	
	IE/GLO/04/FF1	Global project for co-financing contributions to the UNIDO Investment Promotion Service Office in Paris (France)	2,840,383	PTC proposal
	US/GLO/10/119	ITPO Tokyo	2,366,818	
	XX/GLO/11/X12	Eliminate toxic pollution that threatens the environment and the health of communities in Africa and the Caribbean	10,000,000 (planned budget)	PTC proposal: Mid-term eval. at the end of 2013 – NOTE: If this is a GEF proj. it has to be moved to the respective GEF table! (JD will clarify)
South Africa	TE/SAF/11/001	Industrial energy efficiency in South Africa	2,350,184	
Viet Nam	US/VIE/10/002	Technical assistance to business registration reform in Viet Nam, Phase A, Module II and Phase B	4,867,256	Evaluation of this SECO-funded project should be combined with evaluation of NORAD funded project TF/VIE/08/001

GEF projects

In addition to the above, a significant number of Global Environment Facility projects are due for evaluation during the 2012/13 biennium.

It should be noted that irrespective of the evaluation strategy and methodology applied for the individual project, all evaluations of GEF projects will need to meet the GEF quality criteria. This includes realistic assessments of effectiveness and impact of GEF projects in terms of concrete project results (e.g. reduction of green-house gas emissions, phase-out of POPs, reduction of marine pollution). Assessing such results requires the establishment of a project baseline and a sound monitoring system throughout the project.

With regard to the implementation of the GEF evaluation plan, it should be noted that for GEF projects that require a terminal evaluation, the change in evaluation management procedure proposed above, will not be applied to the GEF portfolio. ODG/EVA will continue to be responsible for the management of the project evaluations in Table 7, in order for UNIDO to be aligned to the GEF Fiduciary Standards and the GEF Evaluation Policy.

Table 7: Overview of GEF projects that require a terminal evaluation by ODG/EVA during 2012/2013

Country/ region	Project number	Project title	Allotment (in USD)	Remarks
2012				
China	GF/CPR/07/008	Environmentally Sustainable Management of Medical Waste in China	11,650,000	Terminal eval.
	GF/CPR/07/009	Strengthening Institutions, Regulations and Enforcement (SIRE) capacities for Effective and Efficient Implementation of the National Implementation Plan (NIP) in China	5,410,000	Terminal eval.
Global activities	GF/GLO/10/004 (and XP/GLO/09/002)	Global Energy Assessment: Developing policy tools for jointly reducing energy poverty and greenhouse gas emissions	1,000,000 (and 506,564)	Terminal eval.
2013				
China	GF/CPR/09/006	Environmentally Sound Management and Disposal of Obsolete POPs Pesticides and other POPs Wastes	9,959,000	Terminal eval.
Regional Africa	GF/RAF/07/024	Regional Project to Develop Appropriate Strategies for Identifying Sites Contaminated by Chemicals Listed in Annexes A, B and/or C of the Stockholm Convention	2,000,000	Terminal eval. GEF funded project, (located in Ghana, Nigeria) – mid-term eval. during 2010/2011; considered by them. Eval. POPs
	TF/RAF/09/008		1,049,887	
Morocco	GF/MOR/09/001	Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystem of Eastern Morocco	5,998,422	Terminal eval.
	GF/MOR/09/002	Safe PCB Management Programme in Morocco, Pillar II	2,437,600	Terminal eval.

The 21 identified **GEF projects that require mid-term evaluations** during the 2012/2013 period is shown in Annex E. For these evaluations, ODG/EVA will assume an advisory role, i.e. ODG/EVA should be kept in the loop (i.e. be informed of TORs, selection of consultants, draft report, final report and provided with the related outputs) and will assist project managers if and when required. However, if reasons exist for ODG/EVA to manage a mid-term evaluation (e.g. high risk projects, major disagreements among stakeholders) this will be considered.

For the management of terminal evaluations and to provide support and provide guidance to GEF project managers, ODG/EVA has nominated a GEF focal point within the evaluation group. However, project managers are responsible to ensure that sufficient project resources are available to fund evaluation activities in accordance with GEF standard and provisions in the project document.

The non-**UNIDO executed projects** listed in Table 8 below will be **evaluated by partner agencies**, i.e., UNEP and UNDP, respectively in their capacity as implementing agencies (old GEF regime). However, these evaluations will be carried out in consultation with ODG/EVA and the technical branches concerned.

Table 8: Overview of GEF projects that require a terminal evaluation by partners

Country/ region	Project Number	Project Title	Allotment (USD)	Remarks
Global	EG/GLO/03/G31	Global Programme to Demonstrate the Viability and removal of Barriers that Impede Adoption and successful Implementation of Available Non-Combustion Technologies for Destroying Persistent Organic Pollutants (POPs) Slovakia	10,004,040	Evaluation by UNDP (WP2010/2011)
Cuba	GP/CUB/05/001	Generation and delivery of renewable energy-based modern energy services; the case of Isla de la Juventud	3,900,000	For evaluation by UNEP; note: projects GP/CUB/05/001 and GP/ZAM/06/001 are carried over from WP2010/2011;
Zambia	GP/ZAM/06/001	Renewable Energy Based Electricity Generation for Isolated Mini-Grids in Zambia	2,700,000	
	SF/ZAM/10/001	Renewable Energy Based Electricity Generation for Isolated Mini-Grids in Zambia – Additional funding for setting up mini-hydropower plant as a part of the SHP mini-grid at Shiwan'andu	3,324,074	

Projects to be evaluated by donors

ODG/EVA will continue to be closely involved in evaluations to be carried out by donors of UNIDO executed projects, if and when the donors initiate these evaluations. To this category belong projects funded by the EU. Annex C provides a list of the foreseen donor-implemented evaluations.

3. Participation in the UNEG and other external working groups

ODG/EVA will continue to be active in UNEG, including participating in various UNEG Task Forces, in NONIE¹, and in the Steering Group on Results Measurement of the Donor Committee on Enterprise Development.

The UNEG Annual General Meeting 2012 will be held back to back with the UNEG Evaluation Practice Exchange Seminar and the NONIE meeting, all at FAO Headquarters in April 2012 and it will be hosted by Rome based UNEG members (FAO, IFAD and WFP). ODG/EVA presently holds the Vice-chairmanship of UNEG and the Co-chairmanship of the NONIE Organizing Committee and will thus be closely involved in the preparation and conduct of the meetings.

4. Methodological development, learning and capacity building

ODG/EVA will pursue its efforts towards strengthening evaluation capacities within UNIDO and of counterpart institutions.

The development of an Evaluation Manual to serve as guidance for ODG/EVA staff, evaluation consultants and UNIDO staff will continue. The Manual will be used in awareness-raising and training events targeting UNIDO staff and partners.

The need for strengthening evaluation capacities in partner countries emerges as a new priority, and is in line with the Busan Outcome Document. Cooperation initiated in 2011 with the Analytical Center for the Government of the Russian Federation will continue with the aim to build evaluation capacity and involve this institute in the Country Evaluation of Russia, scheduled for 2013. The Vietnam country evaluation conducted in 2011 has come up with a similar recommendation. In view of UNIDO's substantial project portfolio in Iraq, Iraq could be another country for targeted capacity building. An attempt will be made to strengthen evaluation capacities of Iraqi national consultants or evaluators and use trainees during the Country Evaluation. All evaluation capacity building of counterpart institutions will be implemented in cooperation with the UNIDO Field Offices and Regional Programmes.

During the last biennium, ODG/EVA was successful in making use of impact evaluations for a deeper understanding of the UNIDO intervention logics and possible long-term effects of UNIDO's projects. An impact evaluation of TCB interventions became the starting point for a joint learning exercise with the TCB branch. Similar impact evaluation and learning exercises are currently underway in the areas of Cleaner Production and Industrial Upgrading. Methodological development is part of the process and will be presented and discussed at NONIE and UNEG events.

¹ NONIE is a Network of Networks for Impact Evaluation comprised of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) Evaluation Network, the United Nations Evaluation Group (UNEG), the Evaluation Cooperation Group (ECG), and the International Organization for Cooperation in Evaluation (IOCE)-a network drawn from the regional evaluation associations

5. Estimated budget

The overall budget will cover the thematic and country evaluations specified above. Each evaluation will be substantiated by detailed TORs and PADs. More specifically, the implementation of the Work Programme requires funding for fees of external evaluators and for travel of evaluation team members.

A budget allowing for ODG/EVA staff to participate in meetings and missions of the UN system and GEF has equally been allocated as well as a budget for capacity development of UNIDO staff and staff of counterpart institutions.

In line with the UNIDO Evaluation Policy and TC Guidelines, project evaluations will continue to be financed from the respective project budgets and it is the responsibility of allotment holders to ensure that evaluation outputs are created and corresponding budgets put aside and becoming available at the time of the evaluation. The standard cost estimate for the evaluation of a Euro 1 million project amounts to 34,000, i.e., 3.4 per cent of total cost.

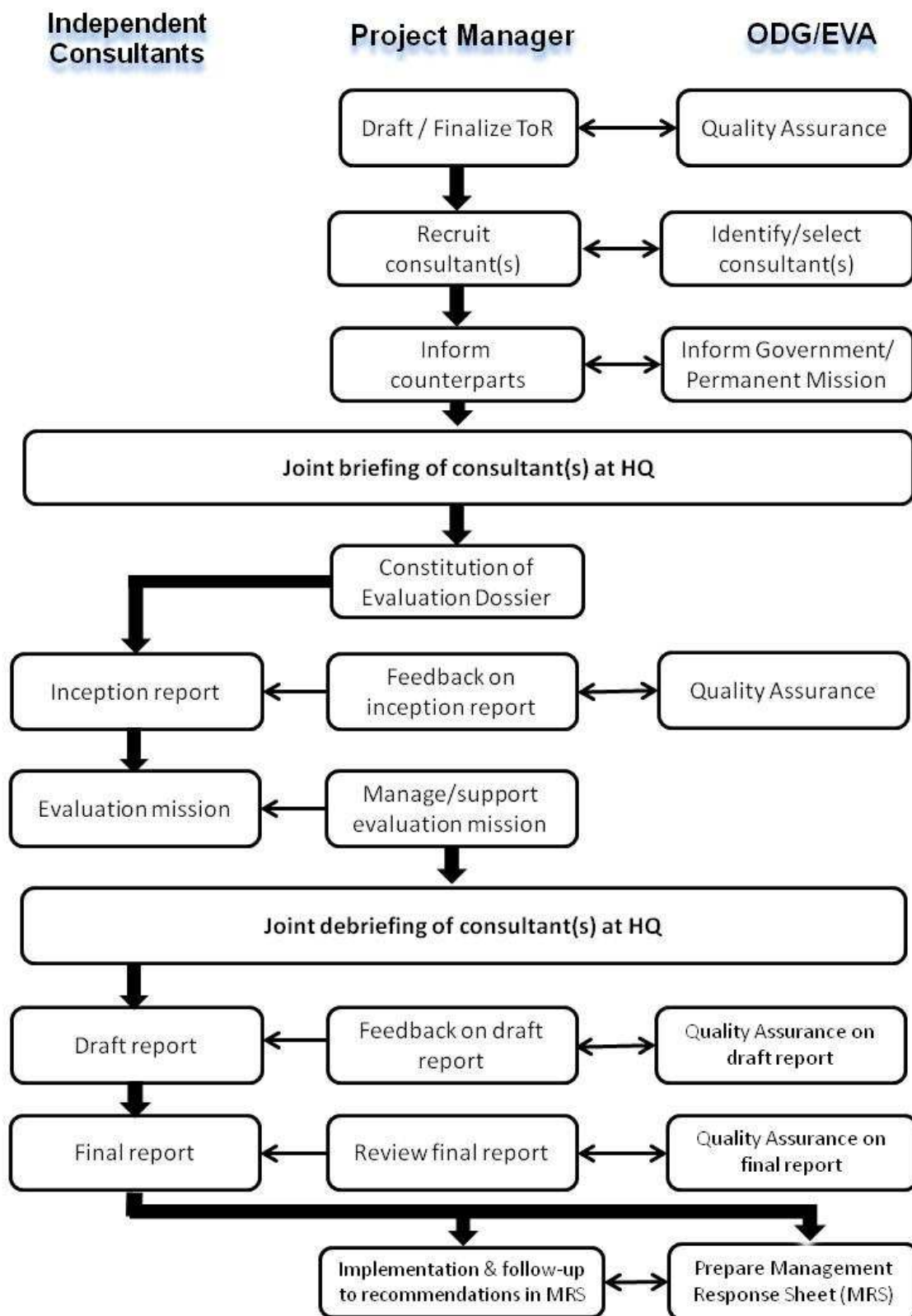
The estimated cost of an evaluation with a team consisting of one international consultant and one national consultant is estimated at Euro 34,000 per month. Actual costs will, *inter alia*, depend on the complexity of the evaluation, the number of evaluators needed, the duration of the evaluation exercise and the number of countries to be visited.

The overall ODG/EVA Work Plan budget for the biennium 2012/2013 is estimated at Euro 590,000. An amount of Euro **300,000** will have to be allocated for 2012 and an amount of Euro **290,000** for 2013. This reflects a small reduction in comparison to the previous biennium. The budgetary requirements for the thematic and country evaluations were provided in tables 3 and 4 above. The overall budget breakdown for the two years is shown in Table 9 below.

Table 9: Overall ODG/EVA budgetary requirements 2012 and 2013 (in Euro)

2012	Estimated budgetary requirements (in Euro)
Three country evaluations	135,000
Thematic evaluations	135,000
Joint missions and activities with international agencies	10,000
Training and capacity building of partners	20,000
Total amount for 2012	300,000
2013	
Three country evaluations	150,000
Thematic evaluations	75,000
Joint missions and activities with international agencies	10,000
Training and capacity building of partners and UNIDO field staff	55,000
Total amount for 2013	290,000
Total amount for biennium	590,000

Annex A: Evaluation deliverables and responsibilities



Annex B: Country evaluations and related projects

Table A: Country evaluations planned in 2012/2013

Country	Project/Programme Title	Allotment (USD)	Remarks
CUBA			
Cuba II	Integrated programme	3,163,014	Originally, a proposal by SQA that was part of the previous WP2010/2011
UE/CUB/09/001	Integrated programme to contribute to the sustainable development of the energetic and agro-business sectors	151,918	PTC proposal (Note: proj. are part of IP CUB II)
XP/CUB/10/001		107,916	
US/CUB/04/151	Transfer of EST for Cleaner Management of Municipal Solid Waste (MSW) in Havana City and "tourist poles" – Pilot Demonstration Project	2,011,000	Mid-term review done (not independent)
GP/CUB/05/001	Generation and Delivery of Renewable Energy Based Modern Energy Services; the Case of Isla de la Juventud	2,400,000	Evaluated by UNEP
IRAQ			
FB/IRQ/07/003	Rehabilitation of the Date Palm Sector in Iraq	2,919,721	Evaluated by EVA (2011)
FB/IRQ/07/004	Enterprise Development and Investment Promotion in the SME Sector in Iraq	2,253,980	Evaluated by EVA (2011)
FB/IRQ/07/005	Support for job creation and self-employment through promotion of micro-industries in Ninewa Governorate of Iraq	1,995,195	Evaluated by EVA (2011)
FB/IRQ/06/003	Rebuilding Food Safety and Food Processing Industry Capacity in Iraq	1,656,637	Evaluated by EVA (2011)
TE/IRQ/08/004	Development of Micro-Industries for the Reintegration of Internally Displaced Persons		Evaluated by EVA (2011)
TE/IRQ/10/006	Enhancing investments to Iraq through industrial zone development	3,684,281	PTC proposal for individual proj. eval. only end 2013
FB/IRQ/10/001 FB/IRQ/10/A01 – (FAO comp.)	Rehabilitation of the Mosul Dairy Plant	2,371,374	
FB/IRQ/09/004 FB/IRQ/09/A04	Rehabilitation of the Specialized Institute for Engineering Services	3,960,518	Evaluation on hold for 2012 (carried over from WP2010/2011)
TE/IRQ/09/008	Promotion of micro-industries for accelerated and sustainable livelihood recovery – Ninewa Governorate of Iraq	131,430	Evaluation on hold for 2012 (carried over from WP2010/2011)
TE/IRQ/09/A08		2,148,019	
TE/IRQ/09/B08		1,441,239	
FB/IRQ/09/007	Enterprise development through information and communication technology	2,770,941	Inter alia, proposed by PTC for proj. eval. together with proj. FB/IRQ/09/010 end 2012, below
TE/IRQ/09/010	Investment Promotion for Iraq (IPI)	2,579,675	s. above
FB/IRQ/08/007	Private sector development programme for IRAQ	3,952,941	Donor eval. (UNDP)

Country	Project/Programme Title	Allotment (USD)	Remarks
FB/IRQ/08/A07		3,294,118	(upon completion Dec. 2012), carried over from WP2010/2011; PTC proposal for WP2012/1013
FB/IRQ/08/006	Technology acquisition to restart and generate economic transformation (TARGET)	2,784,112	Evaluated by EVA (2011)
FB/IRQ/07/001	Community Livelihoods and Micro-Industry Support (MISP II)	2,850,152	Evaluated by EVA (2011)
FB/IRQ/10/005	Developing Iraqi agricultural and agro-industrial data, information systems and analytical capacities	470,588	-
FB/IRQ/07/002	Technical Assessment for the Development of Agro-Industries Sector in Iraq	519,169	-
TF/IRQ/11/001	Operations and Industrial Maintenance Training Academy	981,093	Planned budget: USD2,492,500
TE/IRQ/11/001		1,403,567	
Montreal Protocol project portfolio	The Country Evaluation will include also a review of the portfolio of Montreal Protocol projects with emphasis on results achieved in terms of UNIDO ODS objectives and possible contributions to non-ODS objectives as well as lessons to be learned from implementation practice.		
KENYA			
Kenya	Integrated programme, phase II	2,068,525	
TF/KEN/11/001	Crafting a green future - bamboo in the curio and souvenir industry of Kenya	1,327,434	
DG/KEN/10/009	Climate Change Adaptation by Using Renewable Energy Power Systems for Productive Uses in the Republic of Kenya	900,000	
UE/KEN/10/010	Demonstration and transfer of environmentally sound technology for water treatment	105,125	
Montreal Protocol project portfolio	The Country Evaluation will include also a review of the portfolio of Montreal Protocol projects with emphasis on results achieved in terms of UNIDO ODS objectives and possible contributions to non-ODS objectives as well as lessons to be learned from implementation practice.		
MEXICO			
GF/MEX/09/001	Integrated assessment and management of the Gulf of Mexico large marine eco-system	4,502,500	Evaluated by EVA in 2011
FM/MEX/08/007	Strengthen the effective and democratic water and sanitation in Mexico in support of the accomplishment of the millennium objectives	680,947	
US/MEX/08/006	Support to the textile and apparel industry in Puebla and Tlaxcala	67,257	
XP/MEX/08/003	UNIDO technical cooperation activities in the areas of private sector development, trade capacity, cleaner production, research and statistics and agro-industry with the ME, MOFA and SEMARNAT in Mexico: Preparatory assistance	25,031	
SF/MEX/06/001	Establishment of a bamboo skills development and demonstration centre in Huatusco-Veracruz, Mexico	899,007	
XP/MEX/05/001	Employment opportunities for youth through renewable energy entrepreneurship development in Mexico	114,432	

Country	Project/Programme Title	Allotment (USD)	Remarks
UC/MEX/01/070	Programme to support the agro-industry in Chiapas Mexico for the improvement of women's entrepreneurship	119,844	
UC/MEX/01/A70	Programme to support the agro-industry in Chiapas Mexico for the improvement of women's entrepreneurship	18,703	
SF/MEX/01/001	Programme to support the agro-industry in Chiapas Mexico for the improvement of women's entrepreneurship	79,233	
XP/MEX/00/004	Preparatory assistance for developing a programme to support the food processing industry in Chiapas State with particular emphasis on women entrepreneurship development	37,310	
XX/MEX/10/X02	Enhancing the UN Global Compact local network in Mexico: Supporting the private sector in adhering to responsible business practices towards sustainable supply chain development – Preparatory assistance		
XX/MEX/10/X01	Enhancing the UN Global Compact local network in Mexico: Supporting the private sector in adhering to responsible business practices towards sustainable supply chain development – Preparatory assistance	750,000	
Montreal Protocol project portfolio	The Country Evaluation will include also a review of the portfolio of Montreal Protocol projects with emphasis on results achieved in terms of UNIDO ODS objectives and possible contributions to non-ODS objectives as well as lessons to be learned from implementation practice.		
PAKISTAN – One UN pilot country			
Pakistan	Integrated Programme	11,278,876	
TE/PAK/09/001	Facilitating Pakistan's Capacity to Integrate into Global Trade	131,002	Related project: XP/PAK/07/002 (US\$356,590)
EE/PAK/09/008	Trade-related Technical Assistance (TRTA) contribution of the European Commission	4,979,397	
EE/PAK/04/001	Trade-related technical assistance	2,600,718	
XP/PAK/04/042		165,819	
XP/PAK/06/002		95,798	
TE/PAK/09/001	Facilitating Pakistan's capacity to integrate into global trade	131,002	
TE/PAK/08/002		549,415	
XP/PAK/07/002		356,590	
TF/PAK/07/003	Institutional capacity enhancement for CDM in Pakistan	648,719	
DZ/PAK/07/001	Community-based livelihoods recovery programme for earthquake affected areas of Azad Jammu and Kashmir and NWFP	514,869	
TE/PAK/06/001	Joint UNIDO-SMEDA-Italian programme to establish and Investment and promotion Unit (IPU) in Lahore with emphasis on Italian investment in Pakistan	460,979	
FB/PAK/10/004	One UN programme for Pakistan: Support for the wool industry in Balochistan Province, Pakistan	231,308	
FB/PAK/10/003	Preparatory assistance in relocation of tanneries to new leather industrial zone – Sialkot Tannery Zone	46,729	Note: Planned budget: Us\$373,000

Country	Project/Programme Title	Allotment (USD)	Remarks
FB/PAK/09/002	Joint UN programme: Towards gender parity in Pakistan – UNIDO assistance towards economic empowerment through developing women entrepreneurship and fostering an enabling environment	1,037,883	
FB/PAK/09/010	One UN programme for Pakistan: Joint programme C.1 – Pro-poor sustainable agriculture and rural development: Assistance to the leather industry – Upgrading of training institutions	139,186	
FB/PAK/09/011	One UN programme for Pakistan: Joint programme C.1 – Pro-poor sustainable agriculture and rural development: Decent employment and poverty alleviation	274,200	
FB/PAK/09/012	One UN programme for Pakistan: Joint programme C.4 – Education: Secondary education with a focus on TVE and life skills	280,374	
FB/PAK/09/013	One UN programme for Pakistan: Joint programme C.5 – Environment: Support for green industries, waste management, energy and jobs	573,018	
XX/PAK/11/X01 XX/PAK/11/X02	Sustainable energy initiative for industries in Pakistan	3,740,000	
Montreal Protocol project portfolio	The Country Evaluation will include also a review of the portfolio of Montreal Protocol projects with emphasis on results achieved in terms of UNIDO ODS objectives and possible contributions to non-ODS objectives as well as lessons to be learned from implementation practice.		
RUSSIAN FEDERATION			
Russian Federation	Country service framework	2,424,823	
GF/RUS/11/001	TT-Pilot (GEF4): Phase-out HCFCs and Promotion of HFC-Free Energy Efficient Refrigeration and Air-Conditioning Systems in the Russian Federation Through Technology Transfer	18,000,000	
XP/RUS/11/005		100,000	
GF/RUS/10/001 (Prep.ass.)		180,000	
XP/RUS/11/004	Phase-out of CFC consumption in the manufacture of aerosol, metered dose inhalers (MDIS) in the Russian Federation – Preparatory assistance	51,268	
GF/RUS/11/003		50,000	
XP/RUS/11/002	Market transformation programme on energy efficiency in GHG-intensive industries in Russia	65,703	
GF/RUS/08/004		225,000	
XP/RUS/08/003		101,464	
GF/RUS/10/004		7,668,625	
GF/RUS/10/A04		410,000	
US/RUS/10/002	BAT/BEP Centre for environmentally safe disposal of potentially hazardous consumer products and industrial wastes	1,326,999	
US/RUS/09/001 (Prep.ass.)		70,000	
US/RUS/10/003	Identification, evaluation and prioritization of pollution hot-spots in the basins of trans-border reservoirs and transfer of environmentally sound technologies	1,310,000	
UE/RUS/08/002	Facilitating international market access for manufacturing suppliers in the automotive component industry in Samara Region of Russia	815,956	
XX/RUS/11/X01		1,117,597	
Xp/rus/07/003 (Prep.ass.)		20,598	
SF/RUS/07/001	SPX Far East Russia Phase I – Assistance in establishing an industrial subcontracting and partnership exchange in Far East Russia (Khabarovsk)	142,450	

Country	Project/Programme Title	Allotment (USD)	Remarks
SF/RUS/07/002	Support to competitive and innovative industrial development	396,203	
SF/RUS/07/A02		64,802	
SF/RUS/06/001	Enhancing industrial performance and competitiveness in the global market	545,349	
EE/RUS/05/002	Development of methodologies of ICT statistics for Russia: Implementation of international standards	450,825	
ZAMBIA			
SF/ZAM/10/001	Renewable energy-based electricity generation for isolated mini-grids in Zambia – Additional funding for setting up a mini-hydropower plant as a part of the SHP mini-grid at Shiwang'Andu	3,324,074	
YA/ZAM/10/002	Renewable energy-based electricity generation for isolated mini-grids in Zambia – Additional funding for setting up a mini-hydropower plant as a part of the SHP mini-grid at Shiwang'Andu	66,827	
GP/ZAM/06/001	Renewable energy-based electricity generation for isolated mini-grids in Zambia	5,543,914	For evaluation by UNEP; note: projects GP/CUB/05/001 and GP/ZAM/06/001 are carried over from WP2010/2011
GF/ZAM/01/001	Renewable energy-based electricity generation for isolated mini-grids in Zambia	324,868	
XP/ZAM/07/001	Renewable energy-powered rural pilot demonstration telecentre	83,608	
XP/ZAM/04/043	Renewable energy-powered rural pilot demonstration telecentre	24,303	
XA/ZAM/03/654	Renewable energy entrepreneurship development for augmenting youth employment in Zambia	164,010	
YA/ZAM/03/471	Renewable energy entrepreneurship development for augmenting youth employment in Zambia	46,746	
TE/ZAM/09/001	Joint UNIDO-WTO trade capacity-building programme framework for Zambia	2,721,585	
Montreal Protocol project portfolio	The Country Evaluation will include also a review of the portfolio of Montreal Protocol projects with emphasis on results achieved in terms of UNIDO ODS objectives and possible contributions to non-ODS objectives as well as lessons to be learned from implementation practice.		

Annex C: Donor evaluations

Projects to be evaluated by donors (UNIDO involvement to be decided)

Donor	Number	Project Title	Allotment (USD)	Remarks
European Union	EE/BGD/09/001	Re-Tie Bangladesh: Reduction of environmental threats and increase of exportability of Bangladeshi leather products	912,847	
	EE/BGD/10/002	Better Work and Standards Programme (BEST): Component 1 – Better Quality Infrastructure (BQI)	1,554,055	Will be evaluated together with the two connected projects listed below
	EE/BGD/10/A02	Better Work and Standards Programme (BEST): Component 2 – Better Fisheries Quality (BFQ)	3,062,281	
	EE/BGD/10/B02	Better Work and Standards Programme (BEST): Component 3 – Better Work in Textiles and Garments (BWTG)	1,180,142	
	EE/CMR/08/002	Programme pilote d'appui a la mise a niveau, la normalisation et la qualite au Cameroun	1,922,055	Mid-term evaluation was carried out by the EU in 2010
	EE/CMR/08/A02	Programme pilote d'appui a la mise a niveau, la normalisation et la qualite au Cameroun	550,701	PTC proposal; project above is main project (see under remarks)
	EE/MOZ/08/001	Business Environment Support and Trade Facilitation	6,922,827	PTC proposal; mid-term eval. was carried out
	EE/NEP/02/001	EC – Nepal WTO Assistance Programme	1,420,255	
	EE/PAK/09/008	Trade-related Technical Assistance (TRTA) contribution of the European Commission	4,979,397	
	EE/RAF/08/043	Survey of enterprises in selected ACP countries	3,114,452	
	TE/RAF/07/001	Restructuring and upgrading of industries in UEMOA countries	9,488,404	Evaluation brought forward from WP2010/2011; Pending eval. by UEMOA
	TE/RAF/07/D01		2,810,926	
	EE/RAF/07/017	Competitiveness Support and Harmonization of TBT and SPS Measures	10,262,306	Evaluation brought forward from WP2010/2011; eval. pending since end-2009
	EE/RAF/07/A17		7,347,734	
	EE/RAF/11/009	Capacity-building of investment promotion agencies (IPAs) in sub-Saharan Africa	2,070,475	

Donor	Number	Project Title	Allotment (USD)	Remarks
United Nations Development Organization	FB/IRQ/08/007	Private sector development programme for IRAQ	3,952,941	Donor eval. (UNDP) (upon completion Dec. 2012), carried over from WP2010/2011; PTC proposal for WP2012/1013
	FB/IRQ/08/A07		3,294,118	
United Nations Trust Fund for Human Security	TF/ARM/09/001 TF/ARM/09/A01 TF/ARM/09/B01	Sustainable livelihood for socially vulnerable refugees, internally displaced and local families, Armenia	822,499	Evaluation by donor to take place Jan/Feb. 2012
France, EURO account	TE/RAF/07/001	Restructuring and upgrading of industries in UEMOA countries	8,691,444	Eval. carried over from WP2010/2011;Originally, a PTC proposal, by UEMOA, considered by upgrading eval.

Annex D: TCB Trust Fund projects to be reviewed under the Thematic Evaluation (tentative list)

Country	Number(s)	Project Title	Allotment (USD)	Remarks
Armenia	TF/ARM/03/001	Integrated programme: Quality component – Development of a trade capacity building programme	73,130	
Azerbaijan	TE/AZE/08/001	Trade capacity building for Azerbaijan to reap the benefits of accession to the WTO – Preparatory assistance	19,573	
Burundi	TE/BDI/11/001	Trade capacity building for Burundi (TCBB): Improving Burundi's SPS compliance for trade – Preparatory assistance	32,967	
Bhutan	TEBHU10002	Enhanced Integrated Framework: Conformity Assessment Capacity Building in Bhutan – Preparatory Assistance	43,227	
Côte d'Ivoire	TEIVC10005	Project de restructuration du dispositif de classement de la fibre de coton en Cote d'Ivoire	61,894	
Ecuador	TE/ECU/11/001	Traceability programme for the agro-industrial sector – Preparatory assistance	71,429	
Liberia	TE/LIR/09/003	Standard and Conformity Assessment Infrastructure	138,851	
Libyan Arab Jamahiriya	TF/LIB/04/001	Preparatory assistance to develop standards, quality and laboratory accreditation programme in Libyan Arab Jamahiriya	23,579	
Mauritania	TF/MAU/04/001	Development of trade capacity building programme	48,710	
Mongolia	TEMON10001	Trade Capacity-Building on Conformity Assessment for ... [complete title]	39,422	Related projects: XP/MON/08/001 (US\$105,290) US/MON/07/001 (US\$391,817) XP/MON/07/002 (US\$51,335)
Namibia	TENAM10001	Market access and trade facilitation support for Namibia through strengthening institutional and national capacities related to standards, metrology, testing and quality	35,918	

Country	Number(s)	Project Title	Allotment (USD)	Remarks
Nepal	TF/NEP/04/001	Preparatory assistance for the WTO assistance project in Nepal	29,560	
Pakistan	TEPAK09001	Facilitating Pakistan's Capacity to Integrate into Global Trade	131,002	Related project: XP/PAK/07/002 (US\$356,590)
Sri Lanka	TF/SRL/06/001	Preparatory assistance for the EU trade-related technical assistance (TRTA project in Sri Lanka	49,736	
Swaziland	TE/SWA/11/001	Conformity assessment infrastructure development in Swaziland – Preparatory assistance	28,169	
Syrian Arab Republic	TESYR11001	Industrial modernization and upgrading programme – Bridging funds	111,097	
Timor-Leste	TF/TIM/11/001	Development of safety and quality infrastructure for fishery sector in Timor-Leste – Preparatory assistance	40,000	Related project/Pilot phase: US/TIM/11/002 (US\$184,956)
Thailand	TETHA10002	Trade capacity-building in Thailand through strengthening the capacities of testing laboratories for food and agricultural products	6,706	Related project: - EETHA08003 (EUR99,530) - TETHA10001 (EUR6,706/Donor: THA)
United Republic of Tanzania	TF/URT/04/001	Preparatory assistance for promoting trade facilitation and market access in Tanzania	28,057	
Global	TEGLO09001	Trade capacity Building Resource Guide 2009	247,930	
Global	TEGLO06/001	Inter-Agency Coordination of Trade Capacity Building	222,675	
Global	TF/GLO/04/001	Implementation of the UNIDO-WTO MOU: Technical cooperation programme responding to the DOHA development agenda – preparatory assistance	277,363	
Global	TE/GLO/11/112	Trade standards compliance report	121,560	Related project: TE/GLO/11/004 (funded by NORAD: US\$152,603)
Global	TE/GLO/11/031	Strategic cooperation between UNIDO and European Commission Directorate General for Consumer Health and Consumers (DG SANCO) – Development and pilot applications of a food safety alert rapid response facility (FSA-RRF)	246,226	Related projects: TE/GLO/11/015 (funded by NORAD: US\$65,223) UE/GLO/11/014 (funded by Finland: US\$252,124)

Country	Number(s)	Project Title	Allotment (USD)	Remarks
Inter-regional	TEINT08002	UNIDO Increased Participation in the Aid for Trade & Enhanced Integrated Framework Process and Pilot project Formulation for eight (8) LDCs	316,087	Related proj.: see below
Inter-regional	TEINT08A02	UNIDO Increased Participation in the Aid for Trade & Enhanced Integrated Framework Process and Pilot Project Formulation for 8 LDCs	53,674	Related proj.: - XPINT08004 (€23,000) - YAINT08005 (€37,900)
Regional Africa	TERAF11016	Strengthening standards and conformity assessment infrastructure of CEMAC for regional trade integration – Preparatory Assistance	138,081	Planned budget: EUR7,590,000
Regional Africa	TE/RAF/05/020 TF/RAF/05/020	Preparatory assistance for the implementation of the new ISO standard on food safety management systems (ISO 22000) in Kenya, Tanzania, Uganda	151,728	
Regional Asia	TF/RAS/05/003	Preparatory assistance mission for harmonization of standards and conformity in South Asian Association for Regional Cooperation (SAARC) countries	50,090	
Arab region	TE/RAB/06/003	Strengthening the capacity of standardization organization for GCC (GSO) for the harmonization of standards in the GCC countries – Preparatory assistance	79,269	

Annex E: Tentative list of GEF projects requiring a mid-term evaluation in 2012/13

Country/ region	Project number	Project title	Allotment (in USD)	Remarks
2012				
India	GF/IND/11/001	Promoting energy efficiency and renewable in selected micro SME clusters in India	7,172,098	
Mongolia	GF/MON/09/001	Capacity Building for Environmentally Sound PCBs Management and Disposal	2,650,000	
Morocco	GF/MOR/09/001	Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystem of Eastern Morocco	5,998,422	
	GF/MOR/09/002	Safe PCB Management Programme in Morocco, Pillar II	2,437,600	
Peru	GF/PER/10/001	Environmentally Sound Management and Disposal of PCBs	2,448,850	
Regional Asia	GF/RAS/10/003	Demonstration of BAT and BEP in Fossil Fuel-fire Utility and Industrial Boilers in Response to the Stockholm Convention on POPs	3,980,000	Mid-term eval. planned for Oct. 2012
India	GF/IND/10/001	Environmentally Sound Management and Final Disposal of PCBs in India	14,100,000	Mid-term eval. planned for Dec. 2012
2013				
Azerbaijan	GF/AZE/10/001	Environmentally sound management and disposal of PCBs	2,120,000	
Cambodia	GF/CMB/11/001	Reducing Greenhouse Gas Emissions through Improved Energy Efficiency in the Industrial Sector	1,240,000	
Gambia	GF/GAM/11/001	SPWA-CC Promotion Renewable Energy Based Mini Grid for Productive Uses in Rural Areas in the Gambia	1,758,190	
Indonesia	GF/INS/11/001	Promoting energy efficiency in the industries through system optimization and energy management standards	2,180,380	
Malaysia	GF/MAL/11/002	Industrial Energy Efficiency for Malaysian Manufacturing Sector (IEEMMS)	4,200,000	
Philippines	GF/PHI/11/002	Industrial energy efficiency	3,166,065	
Regional Africa	GF/RAF/11/008	Capacity Strengthening and Technical Assistance for the	1,500,000	

Country/ region	Project number	Project title	Allotment (in USD)	Remarks
		Implementation of the Stockholm Convention (SC) National Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the SADC Sub-region		
	GF/RAF/11/010	Capacity Strengthening and Technical Assistance for the Implementation of Stockholm Convention National Implementation Plan (NIPs) in African Least Developed Countries (LDCs) of the ECOWAS Sub-region	4,000,000	
	GF/RAF/11/012	Capacity Strengthening and Technical Assistance for the Implementation of Stockholm Convention National Implementation Plan (NIPs) in African Least Developed Countries (LDCs) of the COMESA Sub-region	2,500,000	
Russian Federation	GFRUS10004	Market Transformation Programme on Energy Efficiency	7,668,625	
	GF/RUS/11/001	TT-Pilot (GEF4): Phase-out HCFCs and Promotion of HFC-Free Energy Efficient Refrigeration and Air-Conditioning Systems in the Russian Federation Through Technology Transfer	18,000,000	
Thailand	GF/THA/11/001	Industrial energy efficiency	3,620,000	
Turkey	GF/TUR/10/002	Industrial energy efficiency	2,693,002	
Ukraine	GF/UKR/11/004	Improving Energy Efficiency and Promoting Renewable Energy in the Agro-Food and other Small and Medium Enterprises (SMEs) in Ukraine	5,156,108	