The synthesis provides a systematic overview of the findings and results from 65 evaluations conducted between 2015 and 2018. The data reflect the status of projects implemented from 2012 to 2016.

**PROFILE OF EVALUATIONS**

65 Evaluations conducted = 6 Thematic + 6 Country + 53 Project Evaluations

Geographical distribution of projects:
- 14 Africa
- 14 Asia & the Pacific
- 7 Europe & Central Asia
- 7 Regional
- 4 Latin America & the Caribbean
- 4 Global

**FINANCING**

- 41% UNIDO USD 127 Million
- 59% Co-Financing USD 183 Million
- 51% GEF
- 8% Japan
- 6% Norway
- 6% Russia
- 6% Switzerland
- 23% Others

**PROJECT DONORS**

**KEY FINDINGS**

Overall Project Performance by Evaluation Criteria

- **RELEVANCE**
  - 53 Projects rated
  - 7 MS
  - 34 HS
  - 12 S

- **EFFECTIVENESS**
  - 53 Projects rated
  - 1 MU
  - 9 HS
  - 18 MS

- **EFFICIENCY**
  - 53 Projects rated
  - 12 MU
  - 3 HS
  - 25 S

- **SUSTAINABILITY**
  - 49 Projects rated
  - 7 MU
  - 15 S
  - 25 MS
  - 12 S

**RATING:**
- HS Highly Satisfactory
- S Satisfactory
- MS Moderately Satisfactory
- MU Moderately Unsatisfactory
- U Unsatisfactory
- HS Highly Unsatisfactory
KEY LESSONS LEARNED

- Ownership of government and engagement of stakeholders are crucial for achieving performance and results
- Stronger leadership and presence in the country lead to implementation coherence, better results and performance
- Knowledge and capacity building in the country are key to achieving sustainability
- Ownership by participating institutions and clear communication between beneficiaries and key stakeholders are key to success
- UNIDO as convener of partners influences effective implementation

KEY AREAS FOR IMPROVEMENT

- Broader adoption initiatives to replicate and scale up pilot projects are not systematically or explicitly planned and implemented. Ownership and action from governments and national institutions are key to success
- Project design to be more strategic, outcome and impact driven, and in line with national context and priorities
- Quality of Monitoring at project-level to be improved, budget allocated explicitly; Monitoring and Reporting to be enhanced to support adaptive management
- Co-financing is to be better tracked systematically across the UNIDO portfolio
- Gender-related aspects of industrial development are not consistently mainstreamed in the design and implementation