UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

SUSTAINABLE
DEVELOPMENT
G⊙ALS

eio
independent
evaluation

Synthesis of UNIDO Independent Evaluations 2018-2022

Office of Evaluation and Internal Oversight

SYNTHESIS OF UNIDO INDEPENDENT EVALUATIONS 2018-2022

**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, July 2023

Contents

Acknowledgements

The evaluation team would like to acknowledge and thank all individuals who provided their time and input to contribute to this evaluation. Their perspectives and inputs were essential for the assessment, and it would simply not have been possible to undertake this evaluation without their contribution.

Abbreviations and acronyms

Abbreviation	Meaning
AGR	Department of Agri-business (UNIDO)
CP	Country Programme (UNIDO)
EB	Executive Board (UNIDO)
EIO	Office of Evaluation and Internal Oversight (UNIDO)
EU	European Union
FOs	Field Offices
GEF	Global Environment Facility
GEIPP	Global Eco-Industrial Park Programme
GQSP	Global Quality and Standard Programme
HQ	Headquarters
IEU	Independent Evaluation Unit (UNIDO)
IFIs	International Financial Institutions
IRPF	Integrated results and performance framework
ISID	Inclusive and Sustainable Industrial Development
LDCs	Least Developing Countries
LFA	Logical Framework Approach
MD	Managing Director
MICs	Middle-Income Countries
OECD	Organization for Economic Cooperation and Development
PCP	Programme for Country Partnership (UNIDO)
PSM	Programmatic services modules
RBM	Results based management
ROTC	Resource Optimization for Technical Cooperation
QCPR	Quadrennial comprehensive policy review of operational activities
SECO	State Secretariat for Economic Affairs (Switzerland)
SPQ	Office of Strategic Planning, Coordination, and Quality Monitoring
TC	Technical Cooperation
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UR	UNIDO Representative

Executive summary

The purpose of the Synthesis of Evaluations is to provide an overview of independent project evaluations to enhance learning at UNIDO. The Synthesis identifies systemic issues from project evaluations to feed into UNIDO's decision-making process. The exercise covers 80 independent project/programme terminal (75) and mid-term (5) evaluations managed by EIO between July 2018 and December 2022.

This synthesis followed a meta-evaluation approach by conducting an extensive quantitative and qualitative analysis of EIO evaluation reports. The analysis had two components. The first component included the aggregation of information and data based on standard evaluation criteria, which are assessed in each evaluation report (e.g. relevance, effectiveness, efficiency, impact, sustainability). The second component was looking at particular topics identified based on their strategic relevance for the Organization (e.g., collaboration with the private sector, knowledge management, upscaling, contribution to SDGs, Monitoring and reporting, national ownership, project adaptability).

Key Findings

Performance of evaluated projects - The overall performance of 64% of the projects is rated satisfactory or highly satisfactory by the evaluation reports, while 69% of the projects are rated satisfactory or highly satisfactory concerning effectiveness. The rating of efficiency is comparatively lower with 54% of the projects rated satisfactory or highly satisfactory. This figures show that there is room for improvement at different levels on project design, effectiveness, efficiency, sustainability, monitoring, RBM and Gender mainstreaming dimensions.

Logical frameworks and indicators show weaknesses - The design of UNIDO projects is one of the most frequently addressed dimensions in the evaluation reports. The synthesis shows that in particular the logical frameworks and the indicators show recurring weaknesses. Also, projects are at times too ambitious or unrealistic from the outset.

Monitoring and reporting - significant room for improvement - Monitoring and reporting of projects is a frequent topic in evaluation reports. While there are several good examples, there are also many projects that can improve monitoring and reporting. Based on the synthesis one can say that an important pre-condition for sound monitoring and reporting is a well-developed logical framework with SMART indicators. Furthermore, monitoring and reporting require clear data collection processes, responsibilities, resources, and steering committees that take evidence-based decisions. The quality of reporting can be enhanced by a stronger focus on progress toward results, on factors challenging the achievement of results, and on adjustment measures.

Significant collaboration with the private sector – no standardized approach - Almost all analyzed project evaluation reports show collaboration with the private sector. In most cases, the private sector is recognized as a beneficiary of UNIDO projects. In several projects, the private sector is not only a beneficiary but also a partner contributing to project objectives through financial or in-kind means. The evaluation reports acknowledge UNIDO's experience in collaborating with the private sector. A standardized approach to collaborating with the private sector can, however, not be recognized. Mobilizing financial resources from the private sector is both an opportunity and a challenge.

Considerable UNIDO experience in knowledge management – evaluations suggest that projects focus on activities and less on results - Knowledge management is a central component of a large majority of the evaluated UNIDO projects. Overall, the evaluation reports reflect a considerable and diverse UNIDO experience in knowledge management. The projects are largely focused on activities, i.e., knowledge products and dissemination mechanisms, and much less on results, i.e., knowledge transferred and applied by beneficiaries. A harmonized UNIDO approach to knowledge management can't be recognized from the analysis of the evaluation reports.

Mixed picture regarding implementation arrangements - Many evaluation reports address implementation arrangements. The evaluation reports show a mixed picture, although many projects have succeeded in having established well-functioning implementation arrangements. Key factors that facilitate successful project implementation are good cooperation/coordination among project partners and UNIDO's technical and management experience.

Some evidence of replication and upscaling but overall rather limited - About a third of the evaluation reports provide some evidence of replication or upscaling. Key factors for replication or upscaling are the existence of strategies or mechanisms for replication/upscaling already included in the project design, successful demonstration projects, and an enabling regulatory framework.

National ownership – key success factor - About a third of the project evaluation reports address national project ownership of which about half assess ownership positively while the other half arrives at critical finding. Ownership is seen as a key factor for the success or failure of projects in those evaluation reports. The regular involvement of national stakeholders during the planning and implementation of projects is viewed as being crucial to strengthen national ownership. And national project ownership is enhanced if projects mirror government priorities or national legal frameworks.

Many projects experience delays - A third of evaluated UNIDO projects experienced delays at project completion. Reasons for delays vary without any clear patterns emerging. Many delays occur during the start-up phase of projects but also during project implementation. Contextual reasons are only in a few cases the main reasons for delays in project completion. Although delays have a negative effect on efficiency ratings, they have a limited effect on the *overall* project performance ratings.

Project adaptability and flexibility – UNIDO strength - Based on the project evaluation reports, it is fair to say that project adaptability is rather a strength than a weakness of UNIDO project management. Most reports that address project adaptability and flexibility arrive at positive findings. Key factors that contribute to project adaptability are strong project steering committees, strong project management units, and solid results-based monitoring. Having a risk assessment and mitigation plan does not seem to be of high importance.

Based on evaluation reports SDGs do not figure prominently in UNIDO projects – SDG 9 would be the most important - Less than a third of the evaluation reports assess the project's contribution to the SDGs This is not surprising because neither evaluations nor project documents were designed to systematically demonstrate contributions to SDGs, hence showing room for improvement in terms of implementation of the existing requirements (such as the IRPF-based SDGs mapping methodology). Based on the analysis

by the synthesis team UNIDO projects *seems to* contribute to primarily five SDGs: SDG 7, 8, 9, 12, and 13 of which SDG 9 is the most prominent.

Evaluation reports suggest that digital solutions do not play a significant role in UNIDO projects - Digital solutions are either underreported in the evaluation reports or don't play a significant role in UNIDO projects beyond the use of the Internet for information sharing and communication. Some evaluation reports highlight, however, the potential of digital solutions in the UNIDO projects.

Key conclusions

This synthesis of 80 project evaluations shows that the performance of evaluated projects on the evaluation criteria of relevance is strong. However, other criteria such as effectiveness, efficiency, likelihood of sustainability, design, monitoring and RBM shows rooms for improvement and need attention.

Two cross-cutting topics, namely collaboration with the private sector and knowledge management show significant UNIDO experience. Both areas are however characterized by a lack of a coherent corporate approach or strategy. It appears that there is an opportunity for UNIDO to build on these experiences in these two areas and better benefit from these strengths.

Two areas are underreported in the UNIDO project evaluation reports namely UNIDO's contribution to the SDGs and UNIDO's contribution to the digital transformation. This seems to be a missed opportunity in terms of demonstrating UNIDO's contribution to these priorities.

The synthesis reveals a significant scope for improving the UNIDO project design in particular concerning the quality of the logical frameworks including indicators, national project ownership, realistic project duration, monitoring, and reporting, as well as replication or upscaling strategies.

The following SWOT summaries the results of the analysis conducted in this synthesis:

Strengths	Weaknesses

✓ Overall performance
✓ Relevance
✓ Effectiveness at outputs
✓ Experience in collaborating with the private sector
✓ Diverse experience in knowledge management
✓ Implementation arrangements
✓ UNIDO's technical and management experience
✓ Project adaptability and flexibility
	✕ Efficiency and delays
	✕ Likelihood of sustainability
	✕ Logical Frameworks and indicators
	✕ Monitoring and reporting
	✕ Limited evidence of outcomes and impact:
	  - replication and upscaling
	  - contribution to SDGs
	  - contribution to digital transformation

Opportunities	Threats
✓ Mobilizing financial resources from the private sector focused on results and impact ✓ Increase benefit from private sector experience ✓ Increase benefit from experience in knowledge management ✓ Visibility of contribution to SDGs ✓ Better reporting on contribution to digital transformation	✕ Lack of focus in mobilizing financial resources from the private sector ✕ Limited replication and upscaling of UNIDO projects ✕ Limited reporting on progress toward higher-level results ✕ A weak national ownership

Key areas for improvement

1. UNIDO should strengthen the technical cooperation quality requirements and its enforcement, in particular concerning project design, monitoring and reporting, implementation arrangements, and project adaptability and flexibility.

2. UNIDO should improve project design, in particular the logical framework and indicators, ensuring national project ownership, realistic project duration, systematic monitoring, and reporting, as well as replication or upscaling strategies.

3. UNIDO should build on its experience and develop coherent approaches and strategies on collaboration with the private sector, as well as on knowledge management.

4. UNIDO should systematically identify, collect evidence, and report on its contribution to the SDGs and digital transformation.

1. Introduction

1.1 Background

The UNIDO 2022-2025 Medium-Term Programme Framework emphasizes the importance for the Organization to manage and demonstrate results: 'Effective and efficient management for results at all levels underpins UNIDO's programmatic framework. It enables integrated, impact- and quality-driven programme management that, in turn, is crucial to driving development results at scale. It also enables optimal internal operations, a precondition for the Organization's health and the successful delivery of contributions to Inclusive and Sustainable Industrial Development and Sustainable Development Goals.[1] Since 2019 UNIDO corporate results framework – the 'Integrated Results and Performance Framework (IRPF)' – has regularly reported on the assessment of independently evaluated projects and programmes in terms of relevance, effectiveness, efficiency, sustainability, and other cross-cutting criteria. To contribute to the efforts, the Office of Evaluation and Internal Oversight (EIO) conducted the present Synthesis of UNIDO independent project evaluations from July 2018 to December 2022.

Since 2010, EIO has consistently taken stock of past independent evaluations and has consolidated key findings and lessons into synthesis reports to promote learning at UNIDO. Building on this work, the Synthesis of Evaluations provides a systematic overview of independent evaluations. It provides some indicators related to Programme Management Effectiveness in the IRPF (e.g. Programmes/projects rated successful at completion by evaluation in terms of relevance, effectiveness, efficiency, and sustainability; programmes/projects management and monitoring and evaluation (M&E)).

1.2 Objective and scope

The purpose of the Synthesis of Evaluations is to provide an overview of independent project evaluations conducted between July 2018 and December 2022, to enhance the learning at UNIDO and to further improve the organization's effectiveness and efficiency. The Synthesis identifies and captures accumulated knowledge and systemic issues from project evaluations to feed into UNIDO's decision-making process. It aggregates key evaluation ratings from each independent project evaluation in terms of relevance, effectiveness, efficiency, impact and sustainability, and other cross-cutting evaluation criteria, as applicable. In addition, the synthesis highlights key learning topics, trends, systemic issues, and potential areas for improvement from the evaluations.

The exercise covers 80 independent project/programme terminal (75) and mid-term (5) evaluations managed by EIO between July 2018 and December 2022 (Annex 1). It should be noted that the overall timeframe of related UNIDO interventions is approximately 2011 – 2021. The primary audience of the exercise is UNIDO management and staff, the Member States, donors, and partners. The report intends to be useful to the wider development community.

It should also be noted that the aggregated information from the 80 project evaluations used in this engagement, doesn't necessarily represents all UNIDO portfolio's performance that was implemented in the period covered. Hence, this report should not

---

[1] UNIDO 2021, Medium-term programme framework 2022–2025 - Integration and scale-up to build back better, Proposal by the Director General.

be considered in isolation, and complementary and reinforcing findings are in recent EIO strategic evaluations, such as "Evaluation of the Formulation, Appraisal and Approval of TC Projects/Programmes (2020)", the "Evaluation of the MPTF 2018-2022 (2022)", the "Evaluation of UNIDO contribution to transformational change (2022)", the "Evaluation of the PCP Framework (2023)", as well as on-going strategic evaluation engagements such as "Evaluability assessment of UNIDO Contribution to SDGs",

2. Methodology

This synthesis followed a meta-evaluation approach by conducting an extensive quantitative and qualitative analysis of evaluation reports. The analysis had two components. The first component included the standard evaluation criteria which are assessed in each evaluation report:

- Overall design
- Relevance
- Effectiveness
- Efficiency
- Likelihood of sustainability
- Gender
- Monitoring and evaluation
- Results-based management
- Performance of partners (UNIDO, national counterpart, donor)

The second component examined particular topics. There were two groups of topics. The first group included five EIO/IEU predefined topics based on strategic relevance for the Organization. The five pre-defined topics are:

- Collaboration with the private sector
- Knowledge management
- Replication and upscaling
- Contribution to the SDGs
- Contribution to digital transformation

The second group of topics included emerging topics identified by the synthesis team during the analysis of the evaluation reports. In each evaluation report up to five topics that were particularly highlighted were captured. The second group of topics was therefore driven by the content of the evaluation reports with an open outcome. The most prominent (frequent) topics addressed in the evaluation reports were:

- Monitoring and reporting
- Project design
- Implementation arrangements
- National project ownership
- Project delays
- Project adaptability and flexibility

The analysis of the evaluation reports was conducted in several steps:

1. Quantitative aggregation of evaluation criteria ratings in an Excel sheet;

2. Qualitative review of each evaluation report and completion of an analysis template for each evaluation report, (Annex 2); relevant fragments of text were transferred to the template and the appropriate category (topic);

3. Compilation of templates resulting in close to 100 pages of data organized by topics;

4. Quantitative and qualitative analysis of the compilation by topics.

3. Overview of evaluated projects, countries and themes

The total budget of the 80 evaluated projects (July 2018 to December 2022) is USD 328 million directly channeled to UNIDO by donors, plus USD 401 million in materialized co-financing. Among those projects, the largest funder is the Global Environment Facility (GEF). The GEF financed exactly half of the 80 projects analyzed for this synthesis. Other donors that funded several projects are Switzerland (10), the EU (9), India (4), Sweden (3), Russian (3), and Japan (2). The complete breakdown of donors can be found in Table 1.

Table 1 – Projects donors

Donor	No. of projects	Percentage
GEF	40	50%
Switzerland	10	15%
EU	9	11%
India	4	5%
Sweden	3	4%
Russia	3	4%
Japan	2	3%
Norway	1	1%
Italy	1	1%
South Korea (KOICA)	1	1%
Canada	1	1%
China	1	1%
Bahrain	1	1%
Germany	1	1%
Slovenia	1	1%
USA	1	1%
Total	80	100%

Source: Analysis by synthesis team, based on 80 project evaluation reports.

The average budget of the projects analyzed is USD 4.1 million. The median budget is about USD 3 million, i.e., half of the projects have a larger budget, and the other half has a smaller budget. Notably, 25% of the projects have a budget of USD 5 million or more, while around half of the projects have a budget between USD 2 and 5 million (Table 2).

Table 2 – Projects budgets

Project budgets	No. of projects	Percentage over total
≤ USD 1 million	10	13%
USD 1 - 2 million	15	19%
USD 2 - 5 million	35	44%
USD 5 - 10 million	15	19%
> USD 10 million	5	6%
Total	80	100%

Source: Analysis by synthesis team, based on 80 project evaluation reports.

In terms of co-financing figures, only 37 out of the 80 projects report final data at completion. Among these 37, 54% have achieved 66% or more of the co-financing target (20 projects). 14% have reached between 33-66% of the target (5 projects) and 32% have achieved less than 33% (12 projects). Notably, 33% (12 reports) exceeded their initial financial targets.

In terms of the geographical distribution of the projects having been evaluated, they cover all regions of UNIDO's operations, with Asia (40%) and Africa (30%) accounting for the largest share of the portfolio (Chart 1).

Chart 1 – Geographical distribution of projects
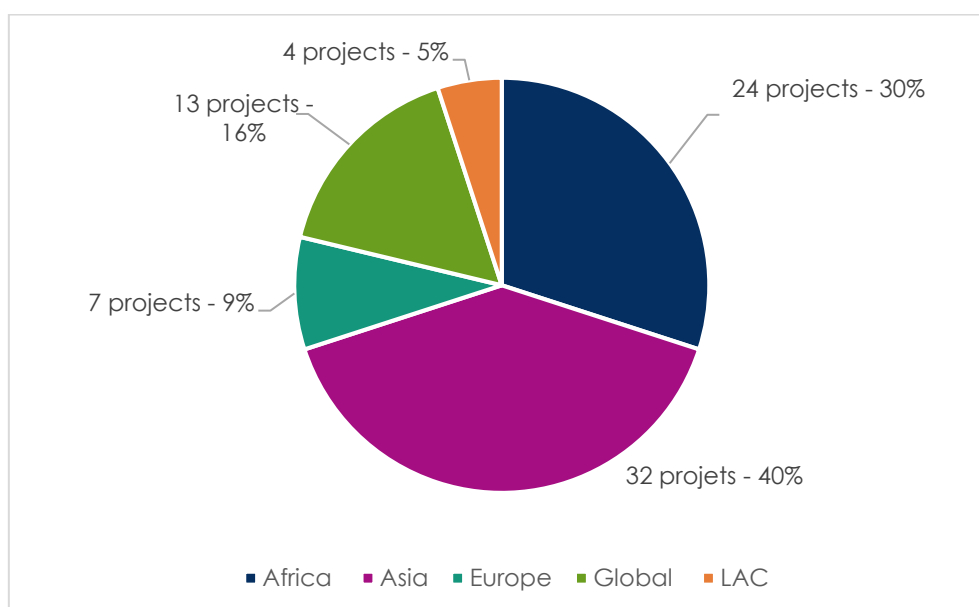
Source: Analysis by synthesis team, based on 80 project evaluation reports.

UNIDO's technical cooperation activities are designed to meet the needs and requirements of developing countries and the Member States across three main thematic priorities, namely *Creating Shared Prosperity* (development of agro-industries, increasing the participation of women and youth in productive activities, human security in post-crisis situations), *Advancing Economic Competitiveness* (strengthening international trade norms and standards, investment and technology promotion, SME development, trade capacity-building, entrepreneurship development) and *Safeguarding the Environment* (capacity building, promotion, adaptation and transfer of environmentally sound technologies, renewable energies). Of the evaluations included in the analysis, more than 60% of the total deal with the priority of Safeguarding the Environment while 33% tackle the issue of

Advancing Economic Competitiveness. Only 6% of analyzed projects deal with the priority of Creating Shared Prosperity (Chart 2).

Chart 2 – Thematic priorities of projects

26 projects - 33%

5 projects - 6%

49 projects - 61%

- Advancing economic competitiveness
- Creating shared prosperity
- Safeguarding the environment
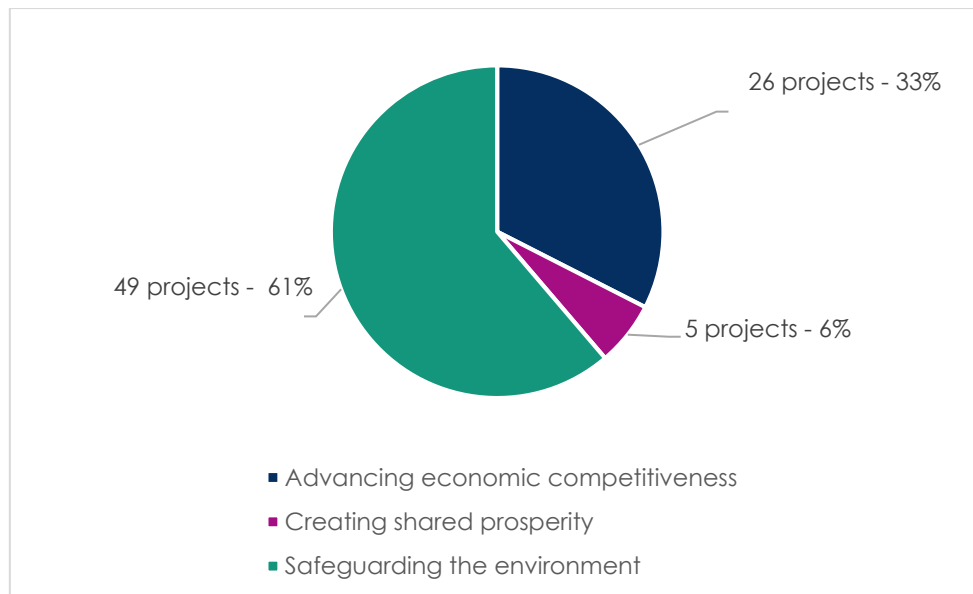
Source: Analysis by synthesis team, based on SAP data.

4. Performance of evaluated projects

1. Performance of evaluated projects

The overall performance of 64% of the projects is rated satisfactory or highly satisfactory by the evaluation reports, while 69% of the projects are rated satisfactory or highly satisfactory concerning effectiveness. The rating of efficiency is comparatively lower with 54% of the projects rated satisfactory or highly satisfactory. This figures show that there is room for improvement at different levels on project design, effectiveness, efficiency, sustainability, monitoring, RBM and Gender mainstreaming dimensions.

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating scale, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per Table 3 below.

Table 3 - Project rating scale

	Score	Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

Source: UNIDO Independent Evaluation Unit

The overall performance is determined based on the analysis and ratings of projects' relevance, effectiveness, efficiency, and likelihood of sustainability. Among these, 52% scored satisfactory and 12% highly satisfactory (Chart 3). 4 out of the 77 scored unsatisfactory or highly unsatisfactory (5%), while the remaining 31% fall in the range of moderately satisfactory to moderately unsatisfactory.

Chart 3 – Overall projects performance
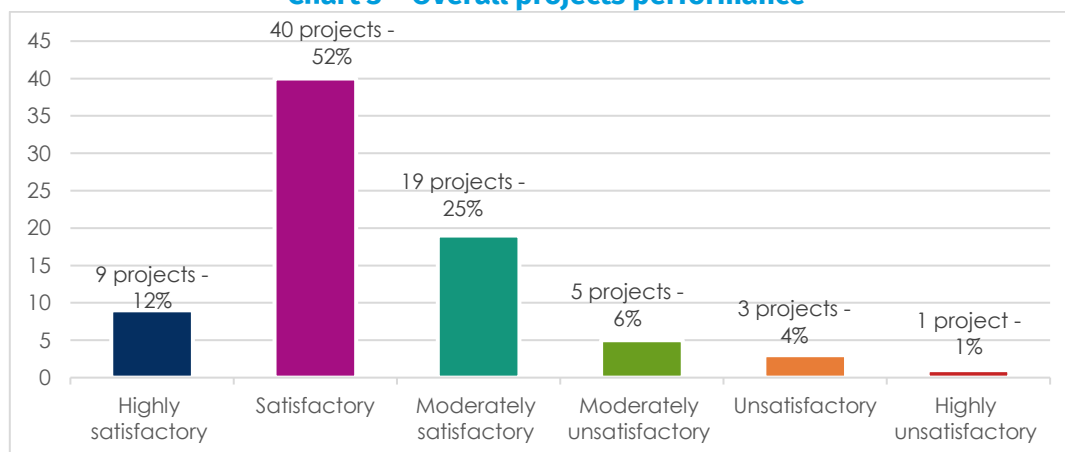
Source: Analysis by synthesis team, based on 80 project evaluation reports.

The evaluations' ratings for the four main criteria, namely relevance, effectiveness, efficiency, and likelihood of sustainability, can be found in Charts 4-7 (below).

Relevance
Relevance is defined as the extent to which the objectives of an intervention are consistent with the beneficiary's requirements, country needs, global priorities, and partners' and donors' policies. All evaluated projects were rated as relevant, with the very large majority falling in the highly satisfactory and satisfactory ranges (>90%), showing clear evidence of a strong alignment with countries' and stakeholders' priorities and policies.

Effectiveness
Effectiveness is defined as the extent to which the stated project's objectives were achieved or was expected to be achieved at project completion. The effectiveness of almost 70% of the projects was rated as satisfactory or highly satisfactory. This is a strong performance in terms of effectiveness. 18% of the projects were rated as moderately satisfactory and only 13% of the projects are rated unsatisfactory (moderately to highly unsatisfactory).

Efficiency
Defined as the measure of how the economic resources and inputs invested in the activities are converted into results. Only 54% of the projects were rated as satisfactory or highly satisfactory concerning efficiency and 22% were rated as somewhat unsatisfactory with 23% as moderately satisfactory.

Chart 4 – Relevance
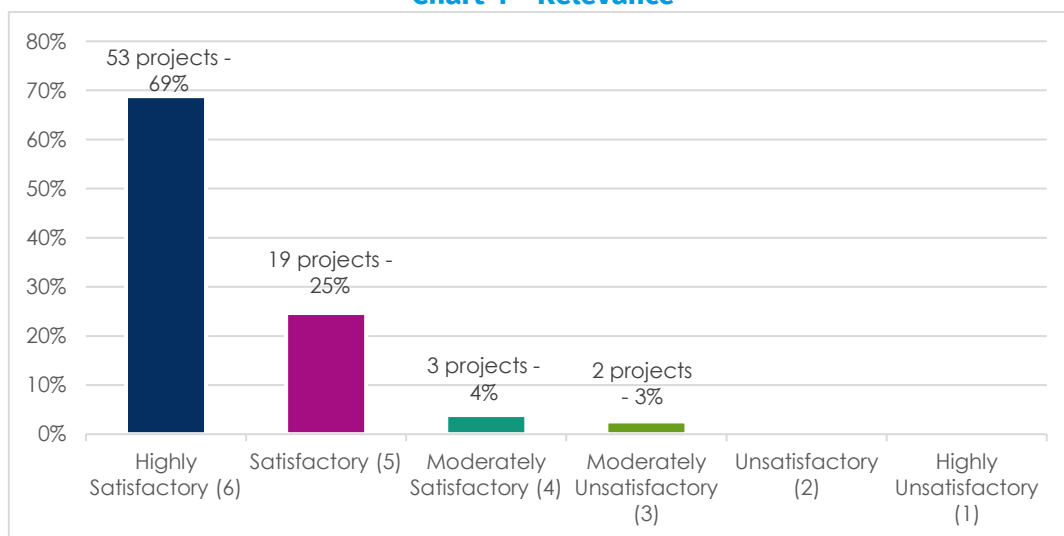
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Chart 5 – Effectiveness
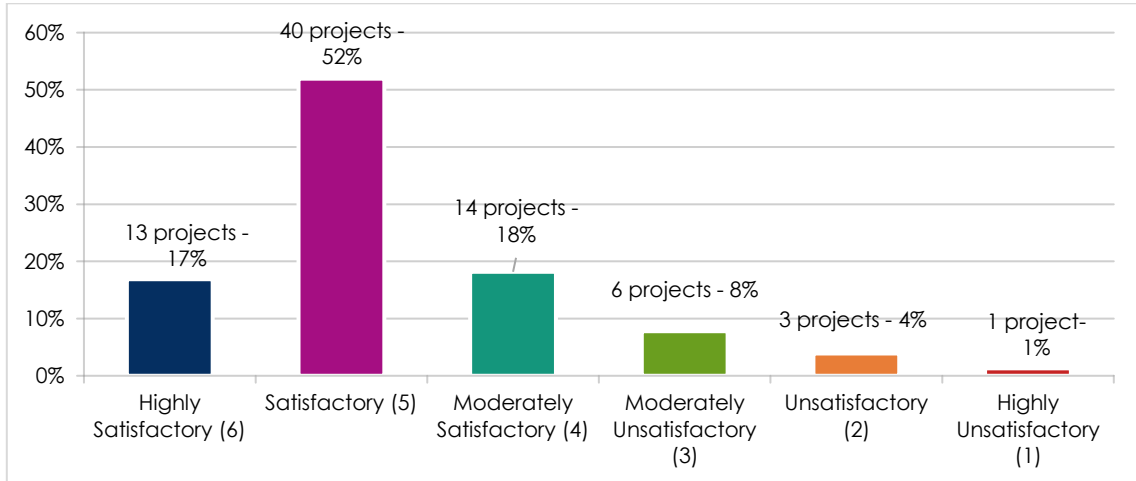
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Chart 6 – Efficiency
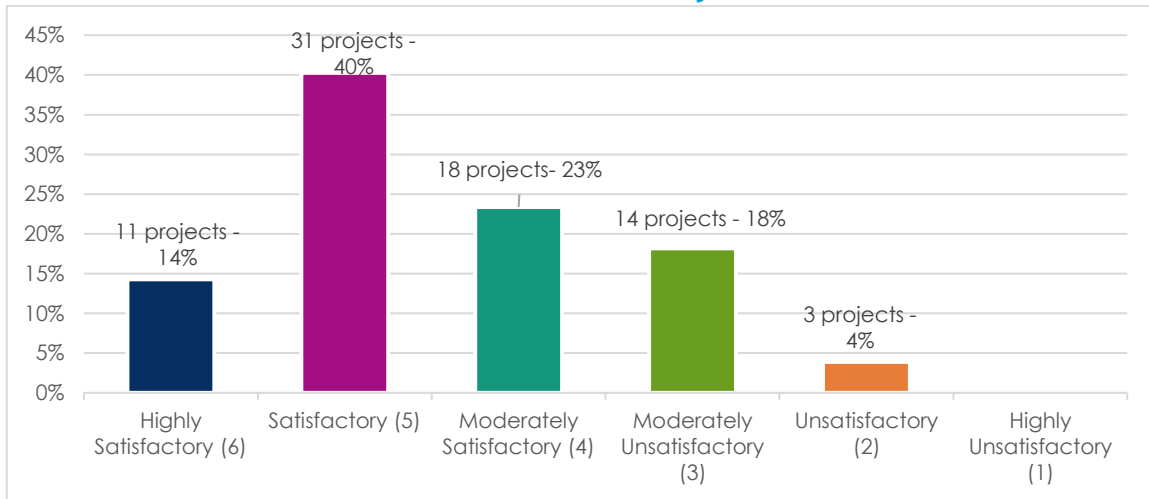
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Chart 7 – Likelihood of sustainability
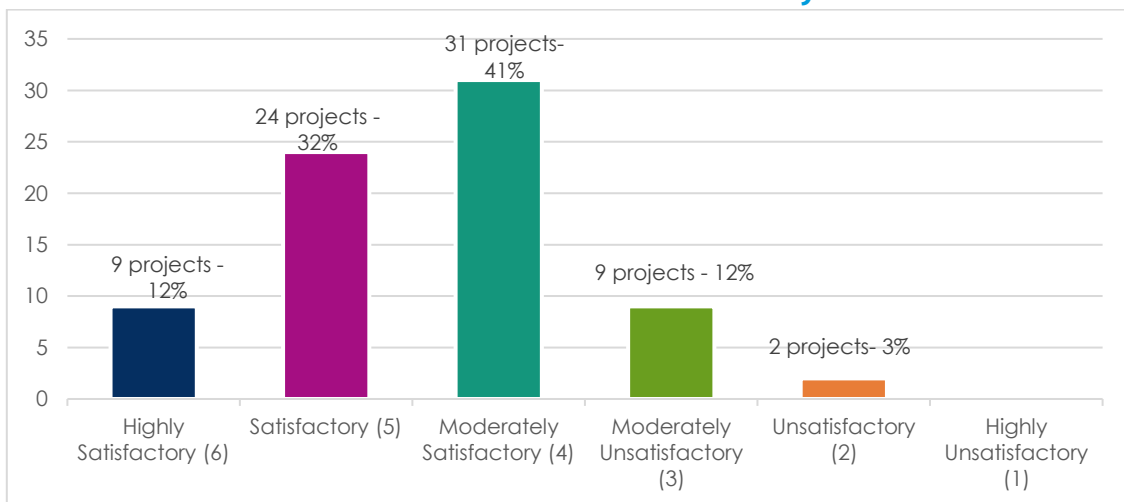
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Likelihood of sustainability

Sustainability measures the likelihood of continuation and resilience of an intervention's benefits over time beyond the project's completion. Overall, 85% of projects score in the satisfactory range – 4 to 6 – though notably, only 44% of them fell in the highly satisfactory and satisfactory range. 15% (11 reports) scored in the unsatisfactory range, showing the importance of liaising with local institutions to improve the institutional framework in place while ensuring proper viable financial mechanisms to support future implementation.

Other criteria

Other relevant criteria rated in the evaluation process are overall design, gender mainstreaming, monitoring and evaluation (M&E), and result-based management (RBM), together with the performance of partners (UNIDO, national counterparts, and donors). Charts 8 and 9 below present the ratings for these criteria.

Chart 8-9 - Other evaluation criteria

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Project design and monitoring & evaluation
The quantitative analysis of the evaluation reports reveals that both project design and M&E have room for improvement. The evaluators rated both criteria in less than 50% of the evaluation reports as being satisfactory (or highly satisfactory). Design and M&E are further addressed in more-depth in this report under the chapter on "emerging topics".

Gender mainstreaming and RBM
Gender mainstreaming was rated rather favorably by the evaluators with 56% of the projects rated as satisfactory (or highly satisfactory), similar to the performance of RBM. The high percentage of ratings in the moderately satisfactory and moderately unsatisfactory range (29% for Gender and 37% for RBM) show room for improving both projects' design and implementation.

Performance of partners
In over 70% of the reports the evaluators rated the performance of UNIDO, national counterparts, and donors as satisfactory (or highly satisfactory). The performance of donors, in particular, was rated satisfactory or highly satisfactory in 86% of the projects. UNIDO, as the project manager, receives high ratings from the evaluators. Only in 10% of the projects was the performance of UNIDO rated as somewhat unsatisfactory.

5. Analysis of topics

5.1 Predefined topics

5.1.1 Collaboration with the private sector

2. Significant collaboration with the private sector – no standardized approach

Almost all analysed project evaluation reports show collaboration with the private sector. In most cases, the private sector is recognized as a beneficiary of UNIDO projects. In several projects, the private sector is not only a beneficiary but also a partner contributing to project objectives through financial or in-kind means. The evaluation reports acknowledge UNIDO's experience in collaborating with the private sector. A standardized approach to collaborating with the private sector, however cannot be recognized. Mobilizing financial resources from the private sector is both an opportunity and a challenge.

For the sake of this synthesis, the collaboration with the private sector was grouped into two categories. In the first category, the private sector (i.e., private companies) is the beneficiary of UNIDO projects. In such cases, the private sector is the recipient of UNIDO support, e.g., training or technical assistance. In the second category, the private sector is a project partner, i.e., the private sector is contributing to the project objectives with private sector resources (e.g., financial or human resources, in-kind contributions, know-how).

The distinction between the two is not always evident in the evaluation reports. The use of terminologies is rather arbitrary. For instance, the evaluation reports use terms like "partner with the private sector" or "public-private-partnerships" rather liberally. At times

"partner/partnership" means "beneficiary" when in other cases "partner/partnership" means an ally on equal footing. Moreover, it is not uncommon, that the private sector is both, a recipient of support and a contributor (partner) to project objectives.

53 analyzed evaluation reports (66%) find that the private sector is an actual beneficiary of UNIDO projects[2] (Chart 10). An additional 11 evaluation reports find that the private sector was supposed to benefit (according to the design) but the benefits have not or have not yet materialized.[3] In total, in 64 evaluation reports (80%) the private sector is - or should be – a beneficiary of UNIDO projects. The most prominent beneficiaries in the private sector are MSMEs[4] (e.g., reports 3, 11, 16, 25, 32, 36, 57, 67, 70, 73, 75, 76).

In 20 evaluation reports (25%), the private sector is portrayed as a project partner[5]. Of those 20 cases, 15 evaluation reports find that the private sector is also a beneficiary. According to additional six reports, the private sector was envisaged as a potential partner, but the partnerships have not or not yet materialized.[6]

Only a few evaluation reports do not reflect any planned or actual private sector collaboration, neither as beneficiary nor partners (e.g., 7, 21, 54, 77, 86).

The financial contribution of the private sector to UNIDO projects is a prominent topic in the evaluation reports. Several evaluation reports reflect positively on the financial contributions made by the private sector (e.g., 10, 13, 17, 42, 57, 63). Having said that, quite a few evaluations report on lower-than-expected funding from the private sector (e.g., 5, 19, 13, 18, 23, 33, 43). Challenges regarding investments from the private sector are partly attributed to inadequate financial markets (e.g., 23, 33, 48, 83).

Chart 10. Collaboration with the private sector in UNIDO projects
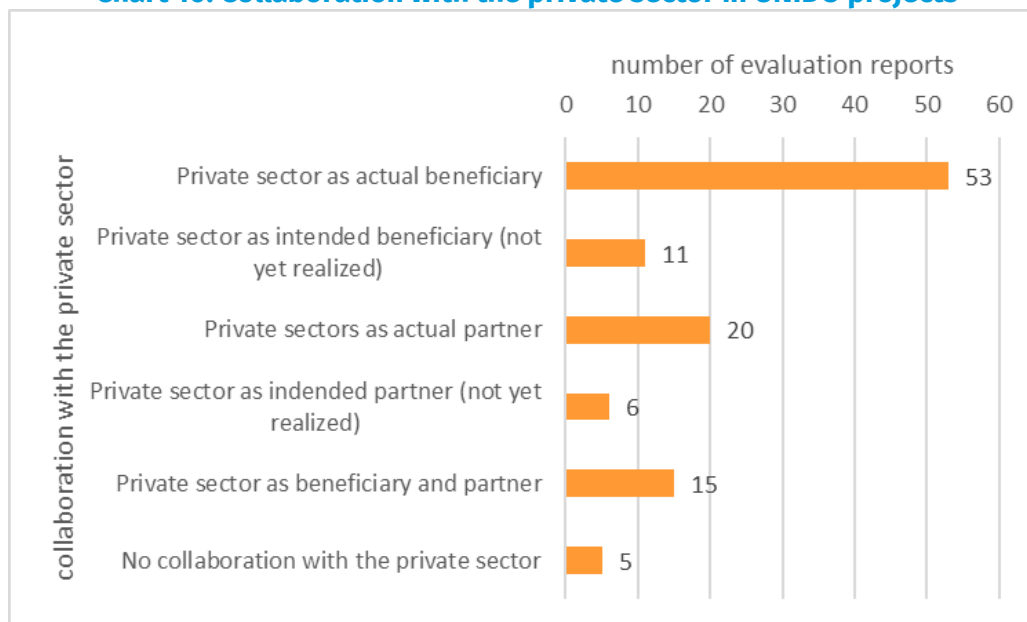
Source: Analysis by the synthesis team, based on 80 project evaluation reports (multiple counting).

---

[2] 3, 8, 10, 11, 12, 14, 15, 16, 20, 22, 24, 25, 26, 29, 30, 32, 34, 35, 36, 37, 39, 40, 42, 44, 45, 46, 49, 50, 51, 52, 53, 55,56,57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 73, 74, 75, 76, 83
[3] 6, 9, 13, 18, 19, 27, 38, 47, 48, 72, 84
[4] Micro-, small and medium-sized enterprises
[5] 4, 10, 11, 13, 17, 23, 30, 31, 37, 42, 57, 59, 60, 61, 63, 65, 66, 69, 70, 73
[6] 5, 33, 40, 43, 82, 85

Many interesting examples and lessons learned on collaborating with the private sector can be found in the project evaluation reports (Box 4). Overall, the evaluation reports show that UNIDO has a lot of experience in collaborating with the private sector. A standardized approach to collaborating with the private sector, however cannot be recognized from the analysis of the evaluation reports; i.e., no harmonized terminology, no clear patterns of private sector partnership management, and no references to any UNIDO private sector strategies. Conscious partnership management from an early stage of a project is important for addressing expectations, responsibilities, and financial obligations. Regarding the latter, mobilizing financial resources from the private sector is both an opportunity and a challenge.

Box 4. Collaboration with the private sector - interesting partnership examples and lessons learned from project evaluation reports

Interesting partnership examples

★ "The project team successfully struck a partnership with **Biogas Solutions**, a social enterprise active in the biogas sector which provided installation, capacity building, and some bio-digesters to households." Report **10**

★ "A public-private partnership has been established between **Alikhaa Cooperative** and MOPER as the public partner that received UNIDO 'shares' in the project. Alikhaa and MOPER now each own 50% of the facility and the business plan funded by UNIDO sets out a rental system for part of the facility that will enable other farmers to access cold storage facilities." Report **11**

★ "The garment and textile sector had the most participation in the project in large part because **H&M** –one the larger garment retailors in the world – required its local suppliers to start working towards Zero Discharge Hazardous Chemicals (ZDHZ) compliance certification." Report **24**

★ "Partnering with private and public stakeholders such as the Government of the Kingdom of Morocco, the **Volvo Group**, the USAID, the OCP Foundation, the Ministry of Education/OFPPT and the FNBTP has been instrumental to the project's achievements." Report **31**

★ "… it [the ITPO] developed a virtual innovation platform - in collaboration with **Intel Corporation** – that can reach more countries, with the consequence that more and more countries apply to host their own local EDIP programme." [EDIP=Enterprise Development and Investment Promotion]. Report **34**

★ "Overall PIEEP [Philippine Industrial Energy Efficiency Project] co-financing did reach its intended levels of USD 24 million, in part due to investments made by more than **34 industrial enterprises** in EnMS [Energy Management Standard (ISO)] and systems optimization totaling USD 22.85 million …" Report **42**

Lessons learned (individual projects)

★ "Business meets (workshops) are appreciated and are a positive way to introduce new technologies to industry but require specific follow up." Report **9**

★ "A critical success factor for phasing-out ODS [Ozone Depleting Substance] was the development of effective partnerships with the private sector and the customs service." Report **17**

> ★ "Information campaigns targeting companies are a crucial component of a project having market development as an objective. The understanding by the private sector of the benefits (financial and other) to invest in RE [renewable energy] can be a main driver of the market." Report **23**
>
> ★ "UNIDO has a strong comparative advantage even against other UN agencies when it comes to practical low-cost methodologies for adding value to agricultural value chains." Report **25**
>
> ★ "A key lesson learned was the importance of expectation management. It proved to be important to clarify early on the resources demanded from the companies and to make the possible advantages transparent." Report **45**
>
> ★ "Demonstration/pilot facilities have greater impact if they have the ability and willingness to share their experiences publicly and through networks and to influence other companies in their company group, sector or supply chain." Report **46**
>
> ★ "In-kind contributions from private sector actors (technical partners, mentors, judges, local trainers-in-training) were extremely important in realizing the project's impacts." Report **59**
>
> ★ "UNIDO could explore a partnership with public or private financial institutions for the financing of new infrastructure and clean technology [Recommendation]." Report **83**

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement - a collaboration with the private sector:

- UNIDO should better profit from its experience in collaborating with the private sector and develop an experienced-based strategy (or guidelines) to promote a coherent approach to collaboration with the private sector in particular at the project level. Such a strategy could include objectives for collaboration with the private sector, types of partnerships, modalities of collaboration, fundraising instruments, partnership management principles, harmonized terminologies, etc.

5.1.2 Knowledge management

3. Considerable UNIDO experience in knowledge management – evaluations suggest that projects focus on activities and less on results

Knowledge management is a central component of a large majority of the evaluated UNIDO projects. Overall, the evaluation reports reflect a considerable and diverse UNIDO experience in knowledge management. The projects are largely focused on activities, i.e., knowledge products and dissemination mechanisms, and much less on results, i.e., knowledge actually transferred and applied by beneficiaries. A harmonized UNIDO approach to knowledge management can't be recognized from the analysis of the evaluation reports.

The focus of the analysis of knowledge management of UNIDO projects is on the generation and dissemination of knowledge. This includes for instance the development of knowledge products (e.g., briefs on lessons learned) or the use of websites to share

knowledge. The storage and transfer of knowledge as part of capacity building (e.g., one-on-one training) is less the focus of this analysis. However, the distinction between the two is not always clear-cut. A webinar for example can be a way to disseminate knowledge to a wider audience while at the same time it can consider a traditional training seminar (just online).

The 80 evaluation reports considered for this synthesis pay a great deal of attention to knowledge management of UNIDO projects. 71 evaluation reports (89%) contain information on knowledge management in one way or another. 62 reports (78%) include some positive findings regarding knowledge management.[7] 25 reports (31%) arrive at somewhat critical findings[8], although of those 25 reports, 16 reports also include positive findings. Only 10 evaluation reports (13%) show no or very little evidence regarding knowledge management.[9]

The evaluation reports assess many different knowledge products and knowledge-sharing mechanisms (Box 5 with interesting examples). Prominent is the use of websites to disseminate knowledge. At least 36 evaluation reports (45%) record the use of websites for knowledge sharing.[10] Overall, the online platforms are assessed rather favorably by the evaluators. The use of social media appears several times in the evaluation reports (e.g., 8, 13, 18, 19, 27, 35, 42, 45, 50, 57, 60, 75, 82). Peer-to-peer learning mechanisms are also highlighted in several evaluation reports (e.g., 42, 44, 46, 49, 70, 77, 83). Other knowledge-sharing mechanisms are e-learning, webinars, videos, case studies, manuals, scientific publications, briefs, etc.

There are many different aspects found by evaluators that impede successful knowledge management. Some of the weaknesses found are the following: insufficient learning or dissemination of knowledge (e.g., 12, 15, 19, 37, 43, 48, 75), deactivated or outdated websites (e.g. 4, 32, 37, 48, 71), inadequate knowledge management strategies (e.g., 7, 28, 70), inadequate knowledge products (e.g., 16, 48, 76), inadequate mechanisms to use knowledge products (e.g., 24, 32), inadequate central information hub (e.g., 5, 9), inadequate mechanism to draw lessons learned (e.g. 31, 32), or language issues (e.g., 84).

This synthesis analysis also finds that while many evaluations assess knowledge management, overall, the assessments are largely focused on activities and much less on results, i.e., the focus is on assessing knowledge products and dissemination mechanisms and much less on the extent to which knowledge was actually transferred and is applied by stakeholders or beneficiaries. Moreover, no harmonized UNIDO approach to knowledge management can be recognized from the analysis of the evaluation reports. It appears that each project has its approach to knowledge management with few common features for instance standardized websites or harmonized communities of practice. Finally, some sort of knowledge aggregation at the corporate UNIDO level does not emerge from the evaluation reports.

---

[7] 3, 4, 5, 8, 9, 10, 12, 13, 14, 17, 18, 19, 20, 21, 22, 23, 24, 27, 29, 30, 31, 32, 34, 35, 36, 38, 39, 40, 42, 43, 44, 45, 46, 47, 48, 49, 50, 53, 54, 55, 56, 58, 59, 60, 62, 63, 65, 66, 67, 68, 69, 70, 72, 73, 74, 75, 76, 77, 82, 83, 84, 85

[8] 4, 5, 7, 9, 12, 15, 16, 19, 24, 28, 31, 32, 33, 37, 43, 48, 50, 56, 57, 70, 71, 75, 76, 84, 86

[9] 6, 11, 25, 26, 27, 41, 51, 52, 61, 64

[10] 4, 9, 10, 13, 14, 17, 18, 19, 20, 21, 23, 24, 27, 29, 30, 34, 36, 39, 40, 42, 45, 48, 50, 51, 55, 56, 63, 65, 73, 75, 77, 82, 83, 84, 85, 86

Box 5. Knowledge management – interesting examples from project evaluation reports including examples of knowledge-sharing platforms

Interesting examples of knowledge management

★ "The project has been regularly supporting the national counterparts in producing communication materials (9 publications issued), as well as in promoting the project and its results in several Global Fora (incl. international, regional and national conferences, exhibitions, briefings) as well as in advocacy, news materials and social media publications (national, regional and international TV, radio, periodic, online editions, social media platforms)." Report **8**

★ "The scientific body of knowledge and information generated by the project has been acknowledged by the publications of more than a dozen high impact papers … in scientific journals, by publications featured in the IPCC Special Reports on Global Warming of 1.5ºC and Climate Change and Land as well as in media articles in Nature and the New York Times." Report **21**

★ "Good Practices - Building on past experiences and achievements. - The AGEVEC project was developed building on the UNIDO-SIDA PPDP as well as on the Learning and Knowledge Development Facility's (LKDF) past experiences and achievements." Report **31**

★ "The Office had also been able to efficiently contribute to UNIDO's normative function by disseminating knowledge and has provided platforms such as the virtual innovation and entrepreneurship hub for the exchange of knowledge and experience on many issues, often beyond the investment and technology theme but clearly related to UNIDO's mandate and strategic priorities." Report **34**

★ "… a peer-to-peer network was established in 2014 using the web-based platform "Basecamp" for national experts to facilitate communication with international experts …. This includes groups for the energy management system and systems optimization facilitating the continuous exchanging of technical information and sharing best practices on energy efficiency and conservation initiatives …" Report **42**

★ "The Project established a peer-to-peer network where 200 companies shared their progress on EnMS [Energy Management System] and SO [System Optimization project energy savings." Report **44**

★ "The PMU [Project Management Unit] did an excellent job in project management and knowledge management; their approach is a model to be shared with other GCIP implementing countries [Global Cleantech Innovation Programme]". Report **60**

★ "The online hub has gained even more relevance for the GQSP [Global Quality and Standards Programme] during COVID-19, in particular, the online training and webinars attract a lot of GQSP targeted country participants." Report **84**

Interesting examples of knowledge sharing platforms

★ www.biovalor.gub.uy Towards a green economy in Uruguay: Stimulating sustainable practices and low-emission technologies in prioritized sectors Report **14**

<div style="border: 1px solid black; padding: 10px;">

★ https://ecoinstall.center Initiation of the HCFC phase-out in the Republic of Azerbaijan Report **17**

★ https://arab-accreditation.org Support the Arab Accreditation Cooperation (ARAC) to be sustained, effective, and internationally recognized as the key driving force for regional trade integration Report **19**

★ https://www.hotspots-explorer.org/ Integrated solutions for water, energy, and land (ISWEL) Report **21**

★ https://e-entrepreneurs.org/ UNIDO Investment and Technology Promotion Office in Manama, Bahrain Report **34**

★ https://eipvn.org Eco-industrial park initiative for sustainable industrial zones in Viet Nam Report **40**

★ https://switchmed.eu SWITCH-Med demonstration and networking components Report **50**

★ https://www.arabstarpack.org/ Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT) Maroc Report **56**

★ https://hub.unido.org/ Global Quality and Standards Programme (GQSP) Report **84**

</div>

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement – knowledge management:

- UNIDO should consider advancing a more coherent and systematic approach to knowledge management at the project level.
- UNIDO should promote the transfer of knowledge from the project level to the corporate level.
- Evaluations should go beyond assessing knowledge products and dissemination mechanisms and pay more attention to the actual transfer and application of knowledge to stakeholders and beneficiaries.

5.1.3 Replication and upscaling

4. Some evidence of replication and upscaling but overall rather limited

About a third of the evaluation reports provide some evidence of replication or upscaling. Key factors for replication or upscaling are the existence of strategies or mechanisms for replication/ upscaling already included in the project design, successful demonstration projects, and an enabling regulatory framework.

11 evaluation reports of UNIDO projects find significant replication or upscaling of results.[11] (Chart 11). Additional 18 evaluation reports find some evidence of replication and upscaling.[12] Together, 29 reports (36%) find some or strong evidence for replication. 28 evaluation reports (35%) find the *potential* for replication and upscaling.[13] In 23 evaluation

---

[11] 34, 35, 49, 54, 62, 63, 65, 66, 73, 75, 77
[12] 3, 4, 11, 19, 20, 24, 27, 36, 40, 44, 52, 53, 56, 59, 60, 68, 70, 76
[13] 7, 8, 10, 12, 14, 15, 17, 18, 21, 22, 23, 25, 26, 29, 31, 32, 37, 42, 46, 50, 51, 55, 57, 58, 61, 67, 69, 83

reports (29%), the synthesis team found no evidence of or reference to replication or upscaling.[14] An optimistic analysis finds that 72% of the evaluations either find some evidence for replication and upscaling or the potential for replication or upscaling. A more critical analysis finds that almost two-thirds of the evaluation reports do not provide evidence of *actual* replication or upscaling.

Chart 11. Evidence for replication and upscaling in evaluation reports
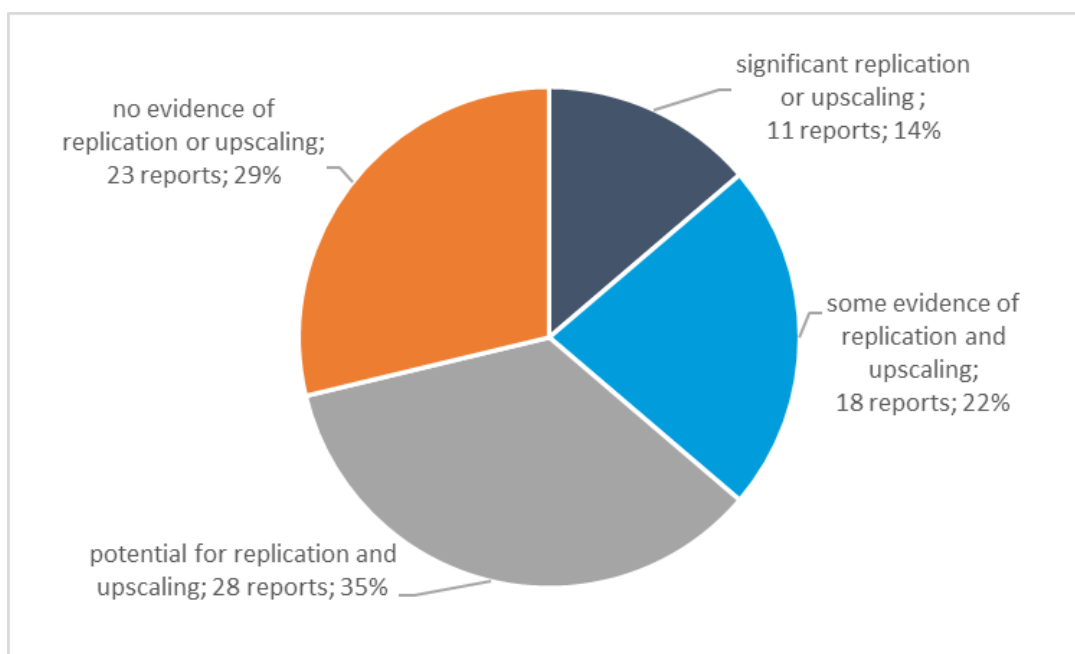
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Several factors which seem to facilitate or hinder – if absent - the replication and upscaling of project results emerge from the analysis of the 80 evaluation reports (Chart 12). Most prominent is the existence of some sort of strategy or mechanism for replication or upscaling already included in the project design.[15] It seems that the *success* of demonstration projects is also important for replication or upscaling.[16] An enabling regulatory framework can also facilitate replication or upscaling.[17] Furthermore, access to or availability of financial resources accelerates replication or upscaling.[18] Finally, strong partners can contribute to replication or upscaling.

---

[14] 5, 6, 9, 13, 16, 28, 30, 33, 38, 39, 41, 43, 45, 47, 48, 64, 71, 72, 74, 82, 84, 85, 86
[15] 3, 15, 16, 27, 32, 36, 39, 46, 47, 50, 62, 63, 75, 82
[16] 5, 6, 7, 9, 13, 14, 32, 37, 61, 75, 83
[17] 14, 24, 29, 31, 40, 44, 51, 61, 76
[18] 11, 12, 16, 18, 21, 24, 38, 52, 83

Chart 12. Factors contributing to replicability and upscaling

| Strategy for replication or upscaling in design ●● | Successful demonstration project ●● | Enabling regulatory environment ●● |
| Availability of financial resources ●● | Strong partners ● | |

●● = solid evidence, ● = some evidence

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Several evaluation reports provide examples of projects which successfully replicated or upscaled project results. (Box 1).

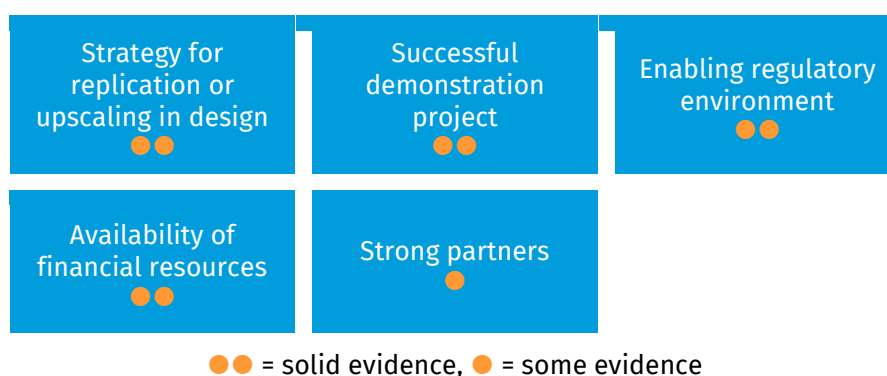## Box 1. Successful examples of replication or upscaling

★ "ITPO Bahrain [Investment and Technology Promotion Office] has helped the CTPES [Centre de Tres Petites Entreprises Solidaires[19]] Centre scale up from a small local program to a big global program. … The valuable lessons learned in Bahrain after over 20 years of experience have been replicated in several countries, currently 52 …" Report **34**

★ "Replication and scaling up - Compared to Phase I, the project enhanced its outreach in Phase II by replication of the activities to a large number of enterprises in the garment sub-sector and by expanding its work to cover also footwear manufacturing. Although the precise number of operational enterprises in each of these two sub-sectors is not known, it was reported that outreach under Phase II was already substantial (estimated around more or less 60-70% of all enterprises active in these sub-sectors). Report **35**

★ "The Project's Post Project Strategy, completed just after the Mid-Term Review, was endorsed by all the project partners. The Strategy lays out the partners' individual agreed-upon roles and responsibilities in keeping the Projects' materials, initiatives, and momentum going. … It sent the signal that the government was expected to carry out maintenance, replication, and scaling up activities after the project ended, and not to assume that donor-funded projects will push the program components forward indefinitely." Report **46**

★ "The project played a significant role in mainstreaming ISO 50001 among industry in Thailand: 25 IEE-intervention companies concluded a certification, amounting to 10 % of all ISO 50001 certification in Thailand in 2016… Table 4 presents a … detailed description of the project's replication pathways…." Report **49**

★ "The project has included from the onset the preparation of upscaling plans for the TEST [Transfer of Environmentally Sound Technology] and the GE [Green Entrepreneurs] subcomponents as a tool for governments to ensure the sustainability of the benefits achieved. … MED TEST II Scaling Up Studies available in the 8 countries…. The Switchers Support Programme: Regional and 8 National Scaling Up Roadmaps." Report **50**

[19] Centre for Very Small Solidarity Businesses

> ★ "In Lesotho, ... The project was successful and led to the scaling up of the initiative to other areas in the country. ... In Tanzania, ... The project was successful, and the initiative was scaled up to cover the entire country. ... In Zambia, ... The project was successful, and the initiative was scaled up to cover other areas in the country. ... In Malawi, ... The project was successful, and the initiative was replicated in other health facilities in the country. ... In Zimbabwe, ... The project was successful, and the initiative was scaled up to cover other sectors of the economy. Report **54**
>
> ★ "By the end of 2018 approximately 100 cement plants have likely the license to treat hazardous wastes. ... The project has set up mechanisms that can continue to catalyze change once the project ends." Report **63**
>
> ★ "26 regional replication programmes planned, organized and delivered comprising of group training and coaching of SMEs (~ 4-6 replication programmes in each EaP country); 200 SMEs have competed replication programme and 75% thereof have started with implementation of RECP opportunities." Report **77**

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement - replication and upscaling:

- UNIDO should include the replication or upscaling strategy already in the design of projects if replication or upscaling are project objectives. Otherwise, it should be explicitly stated that upscaling/replication is not expected.

5.1.4 Contribution to the SDGs

5. Based on evaluation reports SDGs do not figure prominently in UNIDO projects – SDG 9 would be the most important

Less than a third of the evaluation reports assess the project's contribution to the SDGs showing room for improvement in terms of implementation of the existing requirements (as per IRPF SDGs mapping methodology). . This is not surprising because neither evaluations nor project documents were designed to systematically demonstrate contributions to SDGs. Based on the analysis by the synthesis team UNIDO projects *seems to* contribute to primarily five SDGs: SDG 7, 8, 9, 12, and 13 of which SDG 9 is the most prominent.

Only 22 of the 80 evaluation reports address the UNIDO project contribution to the SDGs. This is 27% - less than a third (Chart 13). This is not surprising because neither evaluations nor project documents are designed to systematically demonstrate project contributions to the SDGs. Still, given the importance of the SDGs as the main internationally agreed development objectives this can be viewed as a shortcoming of the project evaluation reports. Furthermore, while guidance is in in place, e.g. in terms of SDG mapping as per the IRPF methodology, the evaluations finds limited application of these requirements.

Chart 13: SDGs mentioned in evaluation reports

Contribution to SDGs mentioned in evaluation report; 22; 27%

Contribution to SDGs not mentioned in evaluation report; 58; 73%
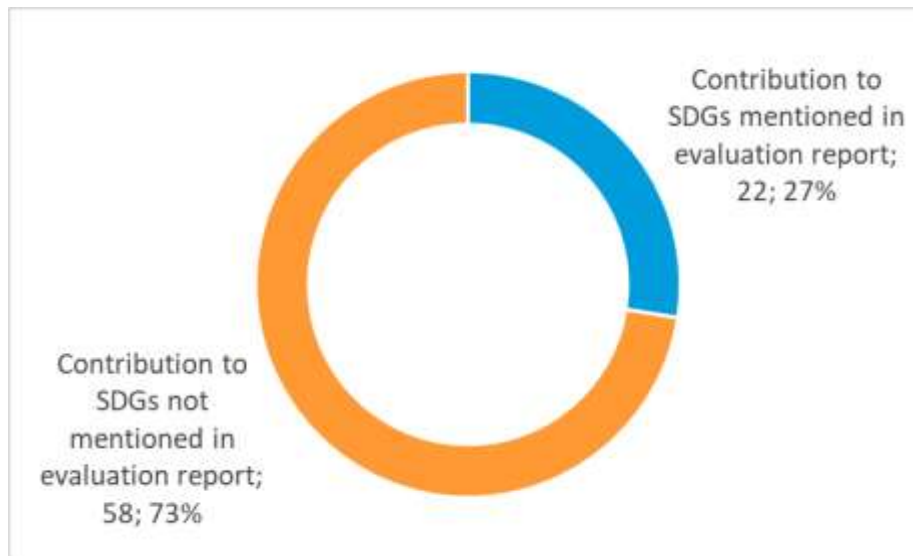
Source: Analysis by synthesis team, based on 80 project evaluation reports.

The limited assessment of the UNIDO contribution to the SDGs in the project evaluation reports does not imply that the projects do not contribute to the SDGs. All UNIDO projects analyzed for this synthesis report contribute – potentially - to one or more of the SDGs. To compensate for the lack of information in the evaluation reports, the synthesis team identified the potential contribution of each project to the SDGs. Combining the information contained in the project evaluation reports (22 reports) with the assessment made by the synthesis team (58 reports) an overall picture of the potential contribution of the 80 UNIDO projects to the SDGs emerges (Chart 14).

The 80 UNIDO projects assessed for this report seems to contribute to primarily five SDGs: SDG 7, 8, 9, 12, and 13. Not surprisingly, the most prominent SDG is SDG 9 related to industry, innovation, and infrastructure. 59 UNIDO projects (74%) potentially contribute to this SDG. Half of the projects contribute to SDG 7 - affordable and clean energy. 32 projects (40%) contribute to SDG 8 – decent work and economic growth and 32 projects (40%) contribute to SDG 13 – climate action. 23 projects (29%) potentially contribute to SDG 12 - responsible consumption and production. The obvious contribution to the other 12 SDGs is significantly lower. Less than 20% of the 80 UNIDO projects contribute to one or more of the other 12 SDGs.

While this synthesis report assesses the potential contribution of UNIDO projects to the SDGs, the actual contribution to the SDGs would require a completely different approach and pose a significant methodological challenge. This would require *impact assessments* for each project which UNIDO usually does not conduct. UNIDO stops at assessing the *likelihood of impact*.

Chart 14: Contribution of UNIDO projects to SDGs
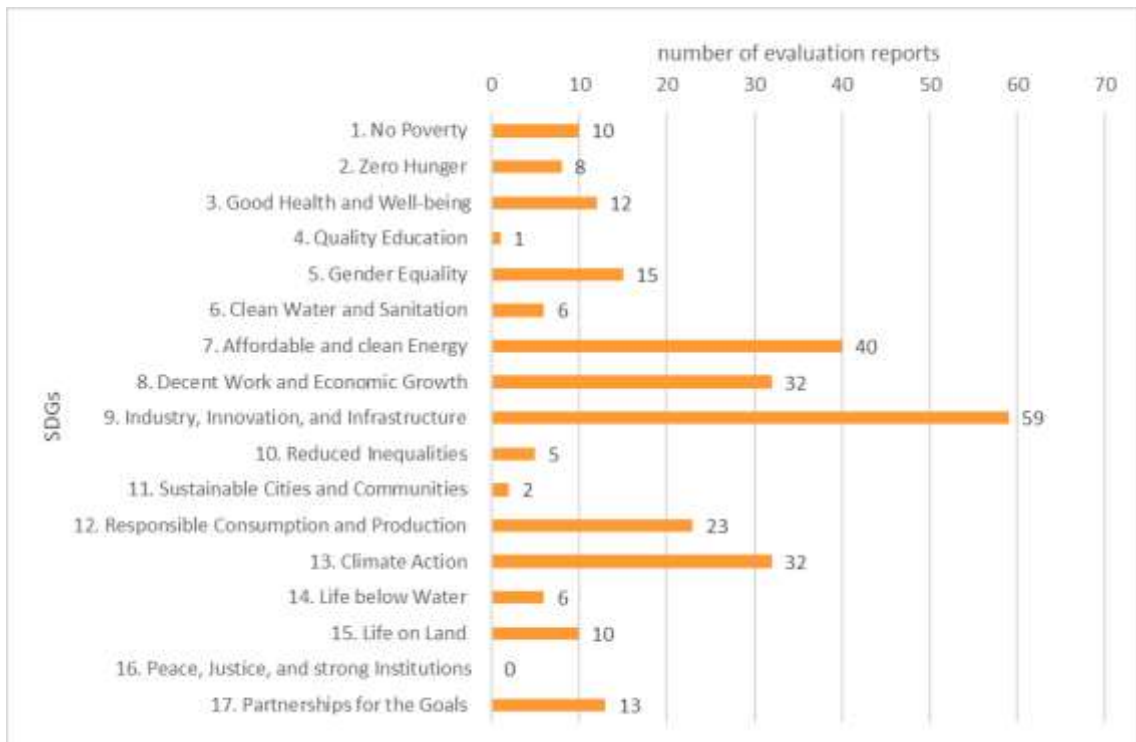
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement - contribution to the SDGs:
- UNIDO project documents and their accompanying monitoring and reporting activities should systematically identify to which SDGs projects contribute, and collect relevant evidence during the project implementation.

5.1.5 Contribution to digital transformation

6. Evaluation reports suggest that digital solutions do not play a significant role in UNIDO projects

Digital solutions are either underreported in the evaluation reports or they don't play a significant role in UNIDO projects beyond the use of the Internet for information sharing and communication. Some evaluation reports highlight, however, the potential of digital solutions in the UNIDO projects.

This section is looking at the extent to which digital solutions are assessed in the project evaluation reports. The underlying assumption is, that the extent to which digital solutions are assessed is an indication of the actual relevance of digital solutions in UNIDO projects. In other words, if digital solutions are not assessed by evaluations, they are not a key component of projects. It is clear, that in today's world, many technologies have digital features, the internet is used for information sharing, and meetings or events take routinely place online. This is, however, not what we are assessing here. What we are assessing is the extent to which UNIDO project evaluations find that digital solutions (systems, applications, software, databases, etc.) are core components of UNIDO projects.

Three-quarters of the reports (61 reports) do not give particular attention to digital solutions, thereby suggesting that digital solutions are not a core component of these UNIDO projects. Of the 61 reports, 27 mention the use of websites and/or social media for knowledge management (see section x). But as stated above, in this section we intend to go beyond the use of the Internet for information sharing and communication. Digital solutions are either underreported in the evaluation reports or they indeed don't play a significant role in UNIDO projects.

Having said that, the evaluation reports mirror some interesting examples of digital solutions in UNIDO projects. 12 evaluation reports provide clear evidence of digital solutions as core components of projects thereby contributing to the digital transformation (7, 15, 19, 20, 30, 34, 36, 38, 39, 47, 70, 82). Additionally five reports provide some evidence of digital solutions (27, 28, 31, 49, 71). In total, 17 evaluation reports (21%) reflect UNIDO contributing to the digital transformation (beyond the use of the internet for knowledge sharing and communication). Digital interfaces are an area with several examples such as business registration systems (20), the registration of micro-generation systems (47), an application for online open calls for proposal (15), or the digitalization of accreditation processes (19). Other digital solutions include software for collecting marketing data (30), a platform for enterprise development and investment (34), e-marketing applications for companies (36, 82), an open-source software to explore risks change with changing levels of temperature (21), a toxic site identification program (38), an energy data monitoring system (7), or Industry 4.0 survey (70). (Box 2 for more details)

Box 2. Digital solutions – interesting examples from project evaluation reports

★ "The IOT [Internet of things] Project aimed to improve the operation and management efficiency of the Kenya Electricity Generating Company (KenGen) managed Olkaria geothermal power facility. To achieve this, the project installed a state-of-the-art system for data monitoring and analysis…" Report **7**

★ "… the NIRDA website [National Industrial Research and Development Agency] was redesigned, to include an open call for proposal applications functionalities, as well as a management portal and user manuals. This work has been key to move from the preparatory value chain assessment work into the implementation phase of launching the Open Calls for the value chains selected…" Report **15**

★ ".. the ARAC project [Arab Accreditation Cooperation] supported ARAC Accreditation Body members in the digitalization of their accreditation processes by developing an accreditation process module. This IT solution covers the different steps of the accreditation process of ARAC Accreditation Body members, including the establishment of databases for assessors and decision makers." Report **19**

★ "The project was highly relevant to the e-government policies … The NBRS [National Business Registration System] is based on a "thin client" and "web-enabled" architecture. … Web-enabled means that all the clients will access the services of the NBRS through the Internet. The thin client architecture is used because it reduces IT administration and hardware costs while enhancing data security and facilitating system maintenance and upgrading. The core server system (using ORACLE as an operating system) located in the ABR's [Agency for Business Registration] premises is secured by the backup center located in the Data Centre of the MPI [Ministry of Planning and Investment]." Report **20**

★ "This work is showcased on the GHE [Global Hotspot Explorer] website, www.hotspots-explorer.org, where visitors can interactively explore the spatial data and other features of the project. A tool is open-source software that allows users to explore how multi-sector risks change with higher (or lower) levels of global mean temperature." Report **21**

★ "A software, integrated Pharmaceutical Market Information System (iPMIS), was developed for collecting marketing data from the pharmaceutical companies based in the target countries. However, due to misunderstanding and mistrust, this sub-project was only partially successful. The database, managed by the Secretariat of EAC (East African Community), is still incomplete and there is apprehension among manufacturers about regular and systematic sharing of their production and sales data." Report **30**

★ "… it [ITPO Bahrain] developed a virtual innovation platform - in collaboration with Intel Corporation – that can reach more countries, with the consequence that more and more countries apply to host their own local EDIP programme [Enterprise Development and Investment Promotion] …" Report **34**

★ "The project trained staff and members of the associations on online marketing and developed template websites for association members and developed a brand manual and guidelines which helps the associations to ensure member's marketing tools (website, brochure, etc.) are consistent with joint brand identity." Report **36**

★ ".. the Project enabled Pure Earth to build on the TSIP [Toxic Sites Identification Program] database. The Project was thus highly relevant for Pure Earth and ownership remains firmly with Pure Earth, but ample access to the TSIP database is given to partners around the world." Report **38**

★ "Survey regarding Industry 4.0: carried out with 10 enterprises visited, 7 ACMA Counsellors, and 2 (Tier-1) customers of firms visited, which helped to deepen understanding of the context in which the supplier performance improvement programme is being implemented." Report **70**

★ "SMEs consider that the support had a positive effect on sales and facilitated better access to the international market, due to assistance in technologies, marketing of the brand and connecting via social media. New products have been also developed. … Benefits have been acknowledged for the support to e-marketing as few enterprises engaged in social media and e-marketing with benefits both on local and export markets." Report **82**

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement - digital transformation:
- UNIDO should reflect on the appropriateness of its digital strategy at the project level. UNIDO evaluations should pay more attention to digital solutions.

5.2 Emerging topics

5.2.1 Overview

The synthesis identified emerging topics that were particularly emphasized in the evaluation reports. The results of the analysis are reflected in Chart 15, organized by frequency of appearance in evaluation reports. Topics were only captured if they were given particular attention in the reports.[20] Topics with strong evidence, i.e., a topic highlighted in more than 30% of the reports, were further analyzed. The results are presented in the subsequent sections.

Chart 15 – Frequency of topics highlighted in evaluation reports

number of evaluation reports

Topic	Value
Monitoring and reporting	40
Project design	39
Implementation arrangements	39
National project ownership	27
Project delays	26
Project adaptability and flexibility	26
Coherence, synergies, duplication	19
Context analysis and preparatory work	19
Co-financing	16
Market oriented approach/demand driven	14
Limited financing	13
Risk management	11
Lack of gender mainstreaming	7
Lack of regulatory framework	4
Lack of institutional capacity	4
Co-benefits	3
Exit strategy	1
Political turmoil	1

strong evidence, more than 30% of the 80 reports, i.e. more than 24 reports
limited evidence data, between 10% and 30% of the 80 reports, i.e. 9-23 reports
weak evidence, less than 10% of the 80 reports, less than 8 reports

Source: Analysis by synthesis team, based on 80 project evaluation reports.

---

[20] As judged by the synthesis team.

5.2.2 Monitoring and reporting

7. Monitoring and reporting - significant room for improvement

Monitoring and reporting of projects is the most frequently cited topic in the evaluation reports. While there are several good examples, there are also many projects that can improve monitoring and reporting. Based on the synthesis one can say that an important pre-condition for sound monitoring and reporting is a well-developed logical framework with indicators. Furthermore, monitoring and reporting require clear data collection processes, responsibilities, resources, and steering committees that take evidence-based decisions. The quality of reporting can be enhanced by a stronger focus on progress toward results, on factors challenging the achievement of results, and on adjustment measures.

Monitoring and reporting is an important issue in many project evaluation reports. 40 reports (50%) pay particular attention to the subject. 16 reports (20%) reflect positive findings and 29 reports (36%) highlight critical issues. Some reports have both positive and critical findings.[21]

The critical findings can be largely grouped into three categories:
- pre-conditions for solid monitoring and reporting (14 reports)
- the content of reporting, i.e., what is being reported (18 reports)
- monitoring and reporting modalities, i.e., how monitoring and reporting are done (12 reports).

The first category - the pre-conditions for monitoring and reporting – is mainly about the weakness in the logical framework at the design stage. The reports stress weaknesses regarding the formulation of objectives, the selection of indicators, and the absence of baselines or targets. (e.g., 8, 10, 14, 16, 17, 25, 26, 35, 51, 52, 83). These weaknesses right from the start of a project are a challenge for monitoring and reporting later during the implementation of the project. Other issues mentioned are the design of inadequate data collection processes (e.g., 9, 23) or the lack of monitoring and evaluation plans (e.g., 23, 47).

The second category – the content of reporting – is multifaceted. The most common finding is, that monitoring and reporting are *activity-oriented* rather than *results-oriented* (e.g., 10, 12, 19, 25, 26, 43, 51, 52). Other aspects are a general lack of data (e.g., 13, 24, 58, 65, 68), inadequate reporting on expenditures (e.g., 5, 22, 51), insufficient analysis of *quality* of results, of impeding factors or of necessary adjustments (e.g., 9, 14, 26).

The third category – monitoring and reporting modalities – is about inadequate data collection processes and tools (e.g., 22, 23, 47, 68), delays in reporting (e.g., 13, 47), inadequate frequency of reporting (e.g., 5, 33), limited monitoring of steering committee (13, 64), and limited resources for monitoring and reporting (e.g., 8, 12).

The positive findings from the project evaluation reports related to monitoring and reporting can be broadly grouped into two categories. The first group included positive findings related to an adequate and effective monitoring and reporting system including responsibilities, frequencies, and data collection methods (e.g., 8, 11, 16, 17, 18, 21, 31, 40, 49, 70, 83). The second group of positive findings is about adequate logical frameworks

---

[21] That is why the total of the two groups is more than 40.

with indicators that greatly facilitate monitoring and reporting (e.g., 15, 21, 29, 44, 49, 51, 83). Several evaluation reports highlight good practices for other projects to learn from (Box 3.)

Box 3: Good examples of monitoring and reporting

★ "The project took cognizance of the need to measure project outcomes well in advance of the project's end. The PCU [Project Coordination Unit] undertook a year-long survey to measure the outcomes of the project and the effect of project participation at the household level: track changes in household spending, savings, coping strategies, and production." Report **11**

★ "The project has a full result orientation, effective monitoring and evaluation tools, and a dedicated M&E Officer. This is considered a good practice as it ensures that sound M&E processes are put in place that allow collecting data not only on Key performance Indicators (KPI), to report back to the donor, but also on key indicators linked to training and employment results/outcomes. The project regularly conducts satisfaction surveys among trainees, trainers, and private companies." Report **31**

★ "All projects should be subject to either a mid-term review or a project implementation review." Report **33**

★ "In addition to ensuring that a logical framework includes smart and where possible quantified indicators as well as target values, it is useful to include as an annex of a logical framework a matrix that describes how each of the indicators will be measured including by whom and at which frequency." Report **35**

★ "The consultant teams hired to implement project activities were responsible for developing baselines, tracking information, and regularly reporting progress on project activities and results to the CPU and the management team in UNIDO." Report **40**

★ "The Project's monitoring of several SMART outcome indicators/targets raised the attention to the sustainability of benefits, and informed important adaptive management." Report **44**

★ "The project prepared excellent reports which presented the findings in a well-laid-out fashion. Such a format could serve as an example for other projects." Report **49**

★ "Monitoring benefited from a detailed log frame, with progress transparently reported via a web-based platform." Report **51**

★ "An M&E system was well-designed, resourced, and implemented and complemented by Steering Committee Meetings and Monthly Review Meetings, which, in addition to generating monitoring data, provided a valuable venue for information exchange and peer learning. The implementing teams within UNIDO and ACMA adopted results-based management, progressing activities, outputs, and outcomes according to the project's results framework." Report **70**

★ "An alternative monitoring system can help (e.g., "traffic light" system). An alternative monitoring system should on the one hand allow each country to define its KPIs and related targets. On the other hand, it should allow for a rapid and transparent overview of progress based on hard indicator data." Report **84**

Source: Analysis by synthesis team, based on 80 project evaluation reports.

- Project documents should clearly define data collection processes, responsibilities, resources, and steering committees for adequate monitoring and reporting (responsibility: UNIDO project managers). These requirements need to be defined in the TC Guidelines.
- Monitoring and reporting should focus more on progress toward results, on factors challenging achievements of results, and adjustment measures, rather than the description of activities or financial implementation only. (Responsibility: project management unit).

5.2.3 Project design

8. Logical frameworks and indicators show weaknesses

The design of UNIDO projects is one of the most frequently addressed dimensions in evaluation reports. The synthesis shows that in particular the logical frameworks and the indicators show recurring weaknesses. Also, projects are at times too ambitious or unrealistic from the outset. However, the fact that many evaluation reports do not stress design weaknesses suggests that not all is bleak when it comes to project design.

The design of projects is a recurring evaluation dimension. It is therefore not surprising that in just about half of the evaluation reports the project design receives particular attention (39 of the 80 reports). While some reports arrive at a particularly positive finding regarding the project design (9 reports stand out), most of the evaluations find inadequate aspects of the project design (30 reports, 38%). This however, does not imply that the project designs of all these reports are overall inadequate. Rather, the evaluators find specific elements of the design which can be improved.

The most frequent element of the project design that shows some weaknesses are the logical frameworks and the related indicators. 17 evaluation reports found the logical frameworks (including indicators) inadequate in one way or another (5, 7, 9, 13, 14, 19, 22, 26, 38, 43, 44, 45, 48, 59, 68, 73, 82). The inadequacy is mostly related to the formulation of expected results or the use of indicators that are considered as not being sufficiently SMART[22] thereby obstructing the monitoring of projects (more on this below under "monitoring and reporting").

Another frequent weakness of the project design is that projects are too ambitious or unrealistic, a finding in 14 evaluation reports (3, 13, 14, 22, 24, 26, 32, 33, 39, 45, 48, 68, 75, 86). These projects have either too many components, overly ambitious targets, unrealistic timeframes, or assumptions. There are several other design-related challenges identified by the evaluators (Chart 16) such as inadequate intervention logic (e.g., 10, 56, 85), overly broad or unfocused designs (e.g., 9, 60), overly complex design (e.g., 10, 14) or insufficient stakeholder consultation during project design (e.g., 33, 74).

Several evaluation reports arrive at particularly positive findings regarding the project design (e.g., 4, 11, 19, 20, 21, 23, 29, 41, 43). Evaluators highlight the overall adequacy of the project design (e.g., 4, 29, 41), the strength of the logical frameworks and indicators (e.g., 19, 21, 23), or the sound intervention logic (e.g., 19, 21). One evaluation report praises the

---

[22] SMART: Specific, Measurable, Attainable, Relevant, Trackable

use of a *solution tree diagram* as a good practice (15) while another report gives credit to the *mechanisms to ensure sustainability during the project design* (20).

Chart 16 - Recurring weaknesses in the design of UNIDO projects

Inadequate logical frameworks and indicators ●●	Too ambitious or unrealistic ●●	Inadequate intervention logic ●
Too broad or lack of focus ●	Too complex ●	Insufficient stakeholder consultation ●

●● = solid evidence, ● = some evidence
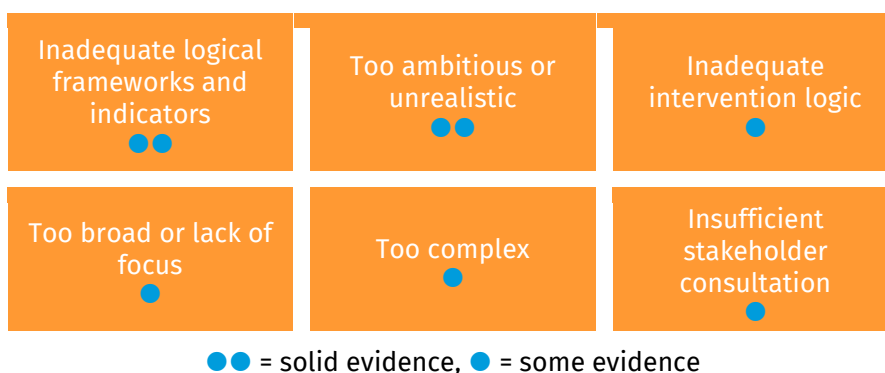
Source: Analysis by synthesis team, based on 80 project evaluation reports.

Overall, the synthesis of the 80 evaluation reports shows that the design of UNIDO projects can be significantly improved in particular the logical frameworks and indicators. Also, the use of theories of change is not used to the extent that one might expect which may partly explain unrealistic project designs and inadequate project intervention logics. However, the fact that many evaluation reports do not, particularly stress design weaknesses suggests that not all is bleak when it comes to project design.

Room for improvement – project design:
- UNIDO should enhance the quality of the logical frameworks including indicators; e.g., by providing training for project managers or quality assurance services. The TC Guidelines need to define high-quality logical frameworks and provide good examples, and the appraisal and approval process should systematically ensure the relevant compliance with standards.

5.2.4 Implementation arrangements

9. Mixed picture regarding implementation arrangements

Many evaluation reports address implementation arrangements. The evaluation reports show a mixed picture, although many projects have succeeded in having established well-functioning implementation arrangements. Key factors that facilitate successful project implementation are good cooperation/coordination among project partners and UNIDO's technical and management experience.

Half of the evaluation reports (39 out of 80) explicitly address issues related to the implementation arrangements. Of those, about half (21 reports; 26%) identify favorable elements of project implementation arrangements while 16 evaluation reports (20%) stress weaknesses of the implementation arrangements. Two evaluation reports have mixed findings.

A key factor that facilitates successful project implementation is good cooperation and coordination among project partners, i.e., between national partners, the PMU, and UNIDO project management at HQ (Chart 17). This is highlighted in nine evaluation reports (4, 7, 16, 21, 35, 40, 42, 49, 52). Another important factor that greatly facilitates project implementation is UNIDO's technical and management experience, also mentioned by

nine evaluation reports (7, 19, 25, 26, 30, 42, 51, 70, 71). Strong national partners are also cited in the evaluation reports as facilitating implementation (e.g., 4, 20, 29, 35, 36). Other factors facilitating project implementation are strong PMUs or CTAs (e.g., 25, 34, 52), building national capacities (e.g., 11, 34, 70), functioning steering committee (e.g., 21), a strong and active commitment from the donor (e.g., 25) or investing the time at the beginning of the project in selecting the right staff and partners (e.g., 36).

Factors that hamper project implementation mirror largely the success factors mentioned, i.e., the absence of these success factors. One of the main factors that impede project implementation is weak project management such as weak project management units, weak or changing CTAs, or unsatisfactory project management at UNIDO HQ (e.g., 3, 24, 33, 47, 65, 77). Other factors that obstruct project implementation are unclear roles and responsibilities among different project partners (e.g., 3, 6, 38, 48, 66), weak steering mechanism (e.g., 55, 77, 69, 86), weak national capacities (e.g., 16, 24, 27, 85), or insufficient human and financial resources (e.g., 6, 28, 69).

Chart 17 - Factors contributing to successful project implementation

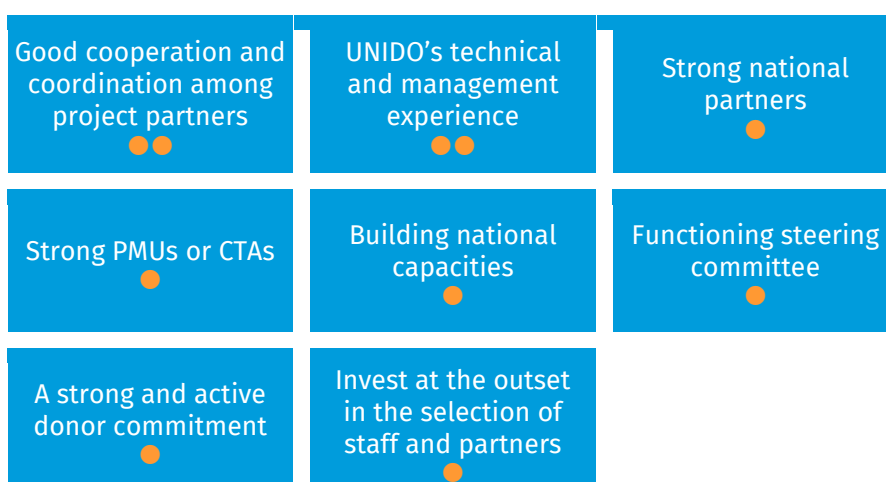| Good cooperation and coordination among project partners ●●	UNIDO's technical and management experience ●●	Strong national partners ●
Strong PMUs or CTAs ●	Building national capacities ●	Functioning steering committee ●
A strong and active donor commitment ●	Invest at the outset in the selection of staff and partners ●	

●● = solid evidence, ● = some evidence

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Overall, it seems that UNDIO has significant technical and managerial expertise for successful project implementation. UNIDO knows how successful project implementation works. It appears from the evaluation reports that while a strong PMU is important, good cooperation and coordination among project partners are even more important.

Room for improvement – implementation arrangement:
- UNIDO project managers should consider the factors which contribute to successful project implementation as included in Chart 17. The success factors need to be reflected in the TC Guidelines.

5.2.5 National project ownership

<div style="background:#dbe9f4;padding:1em;border-top:3px solid #2e9bd6;">

10. National ownership – key success factor

About a third of the project evaluation reports address national project ownership of which about half assess ownership positively while the other half arrives at critical finding. Ownership is seen as a key factor for the success or failure of projects in those evaluation reports. The regular involvement of national stakeholders during the planning and implementation of projects is viewed as being crucial to strengthen national ownership. And national project ownership is enhanced if projects mirror government priorities or national legal frameworks.

</div>

Of the 80 evaluation reports, 27 specifically address project ownership (34%). 14 evaluation reports arrive at rather positive findings regarding project ownership. 13 reports find that there was limited project ownership by national stakeholders.

Key factors contributing to project ownership by national stakeholders are the regular involvement of national stakeholders during planning and implementation (4, 36, 40, 50, 71), government priority/commitment (17, 20, 29, 30, 72), supportive legislative and regulatory environment (10, 17, 42), government budget allocation also in-kind such as office space (29, 35, 42) and several other factors such as motivations of the sector's entrepreneurs and workers (8), clear roles and responsibilities of stakeholders (8), financial contributions by beneficiaries (50), decentralized implementation arrangements that facilitated adaptive management (20), regular participation of high-level officials in project events (40), and the hosting of the project implementation unit by the government (71).

Key factors contributing to limited project ownership by national stakeholders are limited involvement of major stakeholders in design and implementation (6, 23, 30, 31), a top-down approach (6, 31, 43), limited government support (9, 23, 37), restructuring at government level (18, 23), a lack of interest in technology (9, 13) and several other factors such as weak UNIDO country presence (13), limited efforts to work with national stakeholders (13), perception of "UNIDO Project" and not a national project (30), changes in the political context (35), low project funding (37), project steering committee not led by national stakeholder (43) or inclusion of a limited number of stakeholders (12).

Comparing project ownership with project performance ratings by the evaluators (Chapter 4) reveals, that the 14 projects with rather strong ownership have on average an overall satisfactory performance (4.9 points) while the 13 projects with limited ownership have on average a moderately satisfactory rating (4.1 points)[23]

National ownership is and remains a key factor for the success or failure of projects. A participatory approach involving all relevant national stakeholders during the design and implementation of projects is fundamental to the success of projects.

Room for improvement – national project ownership:
- UNIDO project managers should pay even more attention to national ownership during design and implementation, and systematically flag projects with weak national ownership when considering their continuation.

---

[23] The correlation may not necessarily constitute causality.

5.2.6 Project delays

11. Many projects experience delays

A third of evaluated UNIDO projects experienced delays at project completion. Reasons for delays vary and there are no clear patterns. Many delays occur during the start-up phase of projects but also during project implementation. Contextual reasons are only in a few cases the main reason for delays in project completion. Although delays have a negative effect on efficiency ratings, they have a limited effect on the overall project performance ratings. In any case, it appears that during the project design, UNIDO should give more attention to estimating realistic project durations and anticipating unexpected factors which may delay projects.

25 of 80 evaluation reports highlight delays in project duration (31%). 16 evaluation reports stress delays of over 1 year. Of those 16, 11 report state delays of two years or more of which six evaluation reports find a delay of even 3 years or more (18, 24, 32, 42, 47, 7124). The reasons for the delays are multiple and there are almost as many reasons for delays as there are delays. Nearly every project has specific (unique) reasons for delays. So, while no clear patterns are emerging, the reasons for the delays can be grouped into three categories: reasons for delays at the beginning of projects, reasons for delays during the implementation of projects, and contextual reasons which are beyond the sphere of influence of the project management and partners.

Reasons for delays at the beginning of projects are for instance related to lengthy negotiations with governments (10, 24), delays in project approval (7, 15), organizational and institutional issues such as setting up of PMUs (32, 45) or recruiting project staff (42). Reasons for delays during the project implementation are for instance related to changes made after the start of the project such as a change in locations (4, 16), lengthy procurement procedures for equipment (3, 7, 16, 52), slow resource mobilization (47), government decisions (37, 71), project management issues (30), change of national coordinators (42), high turnover of UNIDO staff (32, 37), slow disbursement of funds (3) or getting travel permissions for consultants (32).

Contextual reasons that cause delays are related to political and security conditions in countries such as Ukraine (18) and Egypt (46), health issues such as Ebola (37) or Covid-19 (10), or bad luck such as a fire accident that destroyed equipment (71). However, contextual reasons are only in a few cases the main reasons for delays in project completion.

Comparing the projects that faced delays with the performance ratings by the evaluators (Chapter 4) reveals, that delays have a limited effect on the overall project performance ratings. Only three of the 25 projects experiencing delays have a moderately unsatisfactory overall performance rating (7, 10, 37), although seven projects have somewhat unsatisfactory efficiency ratings (5, 7, 10, 15, 24, 37, 47).

Nonetheless, it shall be noted that delays and extensions have a negative impact on efficiency, presenting costs to the organisation Regular Budget resources, hence having a potentially negative effect on the full cost recovery system in place.

It appears that during the project design, UNIDO should give more attention to estimating a realistic project duration and anticipating unexpected factors which may delay projects. This includes some risk management and an exit strategy if necessary.

---

[24] The numbers refer to the number of the evaluation reports which are the basis for this synthesis (Annex x).

- UNIDO project managers should give more attention during project design to estimating realistic project duration and anticipating unexpected factors which may delay projects. This should go hand in hand with project risk management as part of the monitoring and reporting system (which was identified as a weakness in the sections above).
- UNIDO should consider exit strategies if projects are overly delayed or high risk, or when mid-term reviews recommend ending projects.

5.2.7 Project Adaptability and Flexibility

12. Project adaptability and flexibility – UNIDO strength

Based on the project evaluation reports, it is fair to say that project adaptability is rather a strength than a weakness of UNIDO project management. Most reports that address project adaptability and flexibility arrive at positive findings. Key factors that contribute to project adaptability are strong project steering committees, strong project management units, and solid results-based monitoring. Having a risk assessment and mitigation plan does not seem to be of high importance.

26 of the 80 evaluation reports specifically address project adaptability and flexibility (33%). Of the 26 reports, 19 report a positive finding regarding project adaptability and flexibility. Only four evaluation reports clearly reflect unsatisfactory project adaptability or flexibility. And three evaluations include some general findings regarding the importance of project adaptability and flexibility. Most changes happen at the level of activities and outputs (e.g., 22, 32, 36, 44, 49, 50). At times those changes affect the project duration (e.g., 20, 22, 45).
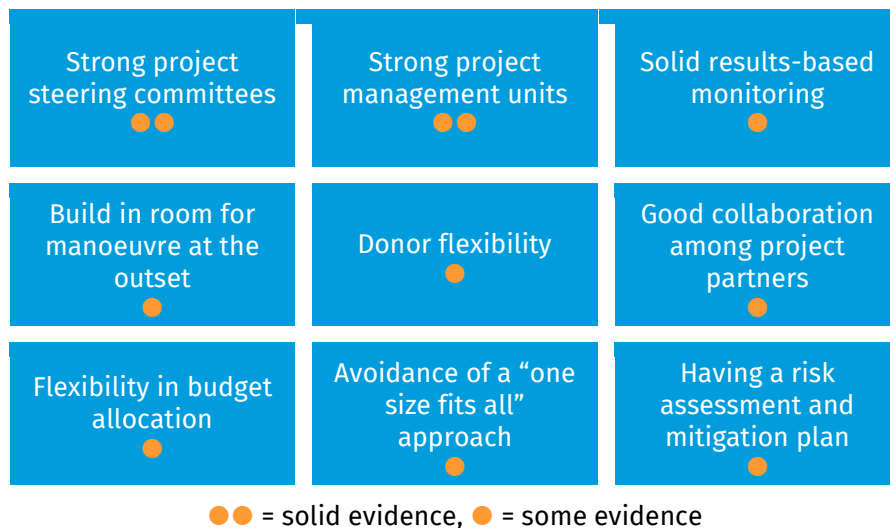
The evaluation reports cite many different factors that call for project adaptability and flexibility to achieve project objectives. Contextual factors such as political instability, security situation, or economic factors (e.g., inflation) are the most prominent reasons for the need to make changes to projects (e.g., 11, 16, 23, 32, 72). Also important are changes in government policies or priorities (e.g., 33, 38, 45, 46) and financial reasons such as high expenditures (e.g., 13, 18, 23). At times, project adaptions are triggered by mid-term reviews (e.g., 13, 37, 46). Other reasons mentioned are limited relevance to stakeholders and beneficiaries (e.g., 6, 16), poor progress (e.g., 9, 13), or changes at the government level (e.g., 16, 18).

The evaluation reports provide an interesting account of factors that contribute to project adaptability and flexibility (Chart 18). Two frequently mentioned factors are – not surprising - the need for strong project steering committees (e.g., 14, 23, 36, 37, 44, 60) and strong project management units (e.g., 11, 17, 14, 49, 50, 60). Solid results-based monitoring is also mentioned several times as a factor that contributes to project adaptability (e.g., 13, 36, 44, 46). Some report the need to build in room for manoeuvring at the outset (e.g., 15, 16, 20). Other factors cited are donor flexibility (e.g., 20, 36), good collaboration among project partners (e.g., 16, 21), flexibility in budget allocation (e.g., 20, 38), and the avoidance of a "one size fits all" approach (e.g., 20). Interestingly, the need for a risk assessment and mitigation plan was only highlighted in one report (72).

Overall, it appears from the UNIDO project evaluation reports that project adaptability and flexibility is rather strengths than a weakness of UNIDO project management. One report

(19) went as far as arguing that UNIDO might have a comparative advantage against other UN agencies when it comes to flexibility and pragmatism in its approach. However, more data is required to make that claim a robust one.

Chart 18: Factors contributing to project adaptability and flexibility

Strong project steering committees ●●	Strong project management units ●●	Solid results-based monitoring ●
Build in room for manoeuvre at the outset ●	Donor flexibility ●	Good collaboration among project partners ●
Flexibility in budget allocation ●	Avoidance of a "one size fits all" approach ●	Having a risk assessment and mitigation plan ●

●● = solid evidence, ● = some evidence

Source: Analysis by synthesis team, based on 80 project evaluation reports.

Room for improvement - project adaptability and flexibility:

- UNIDO project managers should consider the factors which contribute to project adaptability and flexibility as included in Chart 18. The success factors need to be reflected in the TC Guidelines.

6. Conclusions

6.1 Summary

The conclusions of this synthesis can be summarized in a SWOT analysis (Chart 19).

Chart 19: SWOT analysis of project evaluation reports (2018-2022)

Strengths	Weaknesses
✓ Overall performance ✓ Relevance ✓ Effectiveness at outputs ✓ Experience in collaborating with the private sector ✓ Diverse experience in knowledge management ✓ Implementation arrangements ✓ UNIDO's technical and management experience ✓ Project adaptability and flexibility	× Efficiency and delays × Likelihood of sustainability × Logical Frameworks and indicators × Monitoring and reporting × Limited evidence of outcomes and impact: - replication and upscaling - contribution to SDGs - contribution to digital transformation
Opportunities	**Threats**
✓ Mobilizing financial resources from the private sector focused on results and impact ✓ Increase benefit from private sector experience ✓ Increase benefit from experience in knowledge management ✓ Visibility of contribution to SDGs ✓ Better reporting on contribution to digital transformation	× Lack of focus in mobilizing financial resources from the private sector × Limited replication and upscaling of UNIDO projects × Limited reporting on progress toward higher-level results × A weak national ownership

Source: Analysis by synthesis team, based on 80 project evaluation reports.

This synthesis of 80 project evaluations shows that the overall performance of evaluated projects is satisfactory. While the evaluation criteria of relevance and effectiveness receive rather strong ratings efficiency and likelihood of sustainability receive comparatively lower ratings.

Two cross-cutting topics, namely the collaboration with the private sector and knowledge management show significant UNIDO experience. Both areas are however characterized by a lack of a coherent corporate approach or strategy, at least as it is reflected in the project evaluation reports. It appears that there is an opportunity for UNIDO to build on these experiences in these two areas and better benefit from these strengths.

Two areas are underreported in the UNIDO project evaluation reports namely UNIDO's contribution to the SDGs and UNIDO's contribution to the digital transformation. This seems to be a missed opportunity in terms of demonstrating UNIDO's contribution to these priorities.

The synthesis reveals a significant scope for improvement of the UNIDO project design in particular concerning the quality of the logical frameworks including SMART[25] indicators, national project ownership, realistic project duration, monitoring, and reporting, as well as replication or upscaling strategies.

Finally, the synthesis shows significant scope for strengthening the TC Guidelines in particular concerning project design, monitoring and reporting, implementation arrangements, and project adaptability and flexibility.

6.2 Areas for improvement

1: UNIDO should build on its experience and develop coherent approaches and strategies in collaboration with the private sector as well as knowledge management

Collaboration with the private sector:

- UNIDO should better profit from its experience in collaborating with the private sector and develop an experienced-based strategy (or guidelines) to promote a coherent approach to collaboration with the private sector in particular at the project level. Such a strategy could include the objectives for the collaboration with the private sector, types of partnerships, modalities of collaboration, fundraising instruments, partner management principles, harmonized terminologies, etc.

Knowledge management:

- UNIDO should consider advancing a more coherent and systematic approach to knowledge management at the project level.

- UNIDO should promote the transfer of knowledge from the project level to the corporate level.

- Evaluations should go beyond assessing knowledge products and dissemination mechanisms and pay more attention to the actual transfer and application of knowledge to stakeholders and beneficiaries.

2: UNIDO should systematically identify, collect evidence, and report on its contribution to the SDGs and digital transformation.

Contribution to the SDGs:

- UNIDO project documents and its monitoring and reporting activities should systematically identify to which SDGs projects contribute, and collect relevant evidence during the project implementation.

Digital transformation:

- UNIDO should reflect on the appropriateness of its digital strategy at a project level. UNIDO evaluations should pay more attention to digital solutions.

---

[25] SMART: Specific, Measurable, Attainable, Realistic, Time-bound

3: UNIDO should improve project design, in particular the logical framework and indicators, national project ownership, realistic project duration, monitoring, and reporting, as well as replication or upscaling strategies.

Logical framework and indicator:

- UNIDO should enhance the quality of the logical frameworks including indicators; e.g., by providing training for project managers or quality assurance services.

National project ownership:

- UNIDO project managers should pay even more attention to national ownership during design and implementation, and systematically flag when projects with weak national ownership when considering their continuation.

Project duration:

- UNIDO project managers should give more attention during project design to estimating realistic project duration and anticipating unexpected factors, which may delay projects. This should go hand in hand with project risk management as part of the monitoring and reporting system.

- UNIDO should consider exit strategies if projects are overly delayed, have a high risk, or when mid-term reviews recommend ending projects.

Monitoring and reporting:

- Project documents should clearly define data collection processes, responsibilities, resources, and steering committees for adequate monitoring and reporting.

- Monitoring and reporting should focus more on progress toward results, on factors challenging achievements of results, and adjustment measures, rather than a description of activities or financial implementation only.

Replication and upscaling:

- UNIDO should include the replication or upscaling strategy already in the design of projects if replication or upscaling are project objectives. Otherwise, it should be explicitly stated that upscaling/replication is not expected.

4: UNIDO should strengthen the technical cooperation quality requirements and its enforcement, in particular concerning project design, monitoring and reporting, implementation arrangements, and project adaptability and flexibility.

Project design:

- The TC Guidelines need to define high-quality logical frameworks and provide good examples, and the appraisal and approval process should systematically ensure   relevant compliance with relevant standards.

Monitoring and reporting:

- Requirements in terms of data collection processes, responsibilities, resources, and steering committees for adequate monitoring and reporting should be defined in the TC Guidelines.

- Further actions should be taken to better streamline and further enforce the implementation of the overarching Quality Assurance Framework[26] and the Monitoring and Reporting policy[27].

Implementation arrangement:

- UNIDO project managers should consider the factors, which contribute to successful project implementation (e.g., as included in Chart 15). The success factors need to be reflected in the TC Guidelines.

Project adaptability and flexibility:

- UNIDO project managers should consider the factors, which contribute to project adaptability and flexibility (e.g., as included in Chart 16). The success factors need to be reflected in the TC Guidelines.

---

[26] DGB/2019/11: UNIDO Quality Assurance Framework (QAF) - 2019-05-14
[27] DGB/2021/14: UNIDO Monitoring and Reporting Policy - 2021-10-06

Annexes

Annex 1: List of project evaluation reports used for the synthesis

(80 reports; for technical reasons, the report numbering does neither start at '1' nor end at '80')

Report No.	Project no.	Final evaluations
3	150071	SENEGAL. Independent terminal evaluation. Agricultural value chains resilience support project (PARFA) in the Republic of Senegal
4	150033	REGIONAL ASIA. Independent terminal evaluation. Demonstration of BAT and BEP in open burning activities in response to the Stockholm Convention on POPs (UNIDO project No. 150033; GEF ID: 5082).
5	100260	NIGERIA. Independent terminal evaluation. Mini-grid-based renewable energy (biomass) sources to augment rural electrification in Nigeria (UNIDO project No. 100260; GEF ID: 3943)
6	120601	GLOBAL. Independent terminal evaluation. Low carbon low emission clean energy technology transfer (LCET) programme (UNIDO project No. 120601)
7	190036	Strengthening capacity for operation and maintenance with Internet of Things technologies for Olkaria Geothermal Power Station in Kenya (The IOT project) (UNIDO project No. 190036).
8	150262	CUBA. Independent terminal evaluation. Technological and enterprise upgrading programme focused on agro-chemicals and agricultural machinery production sector (Industrial upgrading and modernization in Cuba) (UNIDO project No. 150262)
9	130149	INDIA. Independent terminal evaluation. Promoting business models for increasing penetration and scaling-up of solar energy in India (UNIDO project No. 130149; GEF ID: 4788)
10	140015	UGANDA. Independent terminal evaluation. Reducing the vulnerability of banana producing communities to climate change through banana value added activities (UNIDO project No. 140015; GEF ID: 5603)
11	170074	SUDAN. Independent terminal evaluation. Fostering inclusive economic growth in Sudan Kassala State through agro-value chain development and access to financial services (UNIDO project No. 170074)
12	140307	GLOBAL. Independent terminal evaluation. Promoting accelerated transfer and scaled-up deployment of mitigation technologies through the Climate Technology Centre and Network (CTCN) (UNIDO project No. 140307; GEF ID: 5832)
13	100043	SRI LANKA. Independent terminal evaluation. Bamboo processing for Sri Lanka (UNIDO project No. 100043; GEF ID: 4114).
14	120323	URUGUAY. Independent terminal evaluation. Towards a green economy in Uruguay: Stimulating sustainable practices and low-emission technologies in prioritized sectors (UNIDO project No. 120323; GEF ID: 4890).
15	150442	RWANDA. Independent terminal evaluation. Joint evaluation of the project - Capacity-building for industrial research and development in Rwanda (UNIDO project No. 150442).
16	120447	SOUTH SUDAN. Independent terminal evaluation. Upgrading the fishery sector in South Sudan (UNIDO project No. 120447).
17	100321	AZERBAIJAN. Independent terminal evaluation. Initiation of the HCFC phase-out in the Republic of Azerbaijan (UNIDO project No. 10032; GEF ID: 4602).
8	104112	UKRAINE. Independent terminal evaluation. Promoting the adaptation and adoption of resource-efficient and cleaner production (RECP) through the establishment and operation of a cleaner production Centre (PCP) in Ukraine (UNIDO project No. 104112)
19	140261	ARAB REGIONAL. Independent terminal evaluation. Support the Arab Accreditation Cooperation (ARAC) to be sustained, effective, and internationally recognized as key driving force for regional trade integration (UNIDO project No. 140261)
20	130217	VIET NAM. Independent terminal evaluation. Expansion of the national business registration system to new business entities (UNIDO project No. 130217).

21	140312	GLOBAL. Independent terminal evaluation. Integrated solutions for water, energy, and land (ISWEL) (UNIDO project No. 140312; GEF ID: 6993)
22	140122	COLOMBIA. Independent terminal evaluation. Promotion of industrial energy efficiency in Colombian industries (UNIDO project No. 140122; GEF ID: 5828).
23	130012	GUINEA-BISSAU. Independent terminal evaluation. Promoting investments in small to medium-scale renewable energy technologies in the electricity sector (UNIDO project No. 130012; GEF ID: 5331)
24	100224	INDONESIA. Independent terminal evaluation. National Resource Efficient and Cleaner Production (RECP) Programme in Indonesia (UNIDO project No. 100224).
25	150141	EGYPT. Independent terminal evaluation. Inclusive and sustainable local economic development in Upper Egypt (SOHAG) - Phase 2 (HAYAT) (UNIDO Project No. 150141)
26	120541	ARAB REGIONAL. Independent terminal evaluation. Arab Food Safety Initiative for Trade Facilitation (SAFE Initiative) – Enhancement of regional trade capacities in food through harmonized regional conformity assessment and food safety systems
27	100080	REGIONAL AFRICA. Independent terminal evaluation. Programme infrastructure qualité de l'Afrique Centrale (PIQAC) (UNIDO Project No. 100080)
28	170084	GLOBAL. Independent evaluation. UNIDO Investment and Technology Promotion Office (ITPO) Network. ITPO Shanghai (Shanghai Investment Promotion Centre, SIPC) (UNIDO project No. 170084).
29	130176	PEOPLE'S REPUBLIC OF CHINA. Independent terminal evaluation. China's compliance with the Stockholm Convention: Review and update of the national implementation plan for the Stockholm Convention on Persistent Organic Pollutants - People's Republic of China
30	120117 et al	GLOBAL. Independent terminal evaluation. Strengthening the local production of essential medicines in developing countries through advisory and capacity-building support - Phases 4-6 (UNIDO project Nos. 120117, 130209, 140292, 160189, 160202)
31	140139	KINGDOM OF MOROCCO. Independent terminal evaluation. Training Academy for Heavy-Duty Industry Equipment and Commercial Vehicles (UNIDO project No. 140139). April 2020
32	100333	PAKISTAN. Independent terminal evaluation. Promoting sustainable energy production and use from biomass in Pakistan (UNIDO project No. 100333; GEF ID: 3921).
33	100258	KINGDOM OF THAILAND. Independent terminal evaluation. Promoting small-scale biomass power plants in rural Thailand for sustainable renewable energy management and community involvement (UNIDO project No. GF/THA/10/004 - 100258; GEF ID: 4184).
34	160207	GLOBAL. Independent terminal evaluation. UNIDO Investment and Technology Promotion Office in Manama, Bahrain (2017-2019) (UNIDO project No. 160207)
35	160113	ARMENIA. Independent terminal evaluation. Improving the competitiveness of export-oriented industries in Armenia through modernization and market access - Phase II (UNIDO project No. 160113)
36	120110	INDONESIA. Independent terminal evaluation. SMART-Fish programme: Increasing trade capacities of selected value chains within the fisheries sector in Indonesia (UNIDO project No. 120110).
37	104064	REGIONAL AFRICA. Independent terminal evaluation. Capacity strengthening and technical assistance for the implementation of the Stockholm Convention (SC National Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the ECOWAS sub-region.
38	150416	GLOBAL. Independent terminal evaluation. Low- and middle-income countries (LMICs). Mitigating toxic health exposures in low- and middle income countries: Global alliance on health and pollution (UNIDO project No. 150416; EU project ID: DCI-ENV/2015/3711
39	130286	REGIONAL AFRICA. Independent terminal evaluation. Programme de restructuration et de mise a niveau de l'Afrique Centrale (PRMN) (UNIDO project No. 130286)
40	100052	VIET NAM. Independent terminal evaluation. Eco-industrial park initiative for sustainable industrial zones in Viet Nam (UNIDO project No. 100052; GEF ID: 4766).
41	120522	CAMEROON. Independent terminal evaluation. Programme d'appui a l'amelioration de la competitivite de l'economie camerounaise (PACOM) (UNIDO project No. 120522).

42	103049	THE PHILIPPINES. Independent terminal evaluation. Industrial energy efficiency in the Philippines (UNIDO project No. GF/PHI/11/002 - 103049; GEF ID: 3601)
43	140341	SOUTH AFRICA. Independent terminal evaluation. Climate change, clean energy, and urban water in Africa. Promoting market-based deployment of clean energy technology solutions in municipal waterworks: Pilot initiative in South Africa
44	103031	INDONESIA. Independent terminal evaluation. Promoting industrial energy efficiency through system optimization and energy management standards in Indonesia (UNIDO project No. GF/INS/11/001 - 103031; GEF ID: 3595).
45	120506	ISLAMIC REPUBLIC OF IRAN. Independent terminal evaluation. Industrial energy efficiency in key sectors in Iran (UNIDO project No. GF/IRA/12/001 - 120506; GEF ID: 3540)
46	100349	EGYPT. Independent terminal evaluation. Industrial energy efficiency in Egypt (UNIDO project No. GF/EGY/12/001 - 100349; GEF ID: 3742).
47	100332	CABO VERDE. Independent terminal evaluation. Promoting market-based development of small to medium-scale renewable energy systems in Cape Verde (UNIDO project No. 100332; GEF ID: 3923).
48	100223	KINGDOM OF CAMBODIA. Independent terminal evaluation. Climate change-related technology transfer for Cambodia: Using agricultural residue biomass for sustainable energy solutions (UNIDO project No. GF/CMB/12/002 - 100223; GEF ID: 4042)
49	103071	KINGDOM OF THAILAND. Independent terminal evaluation. Industrial energy efficiency in Thailand (UNIDO project No. GF/THA/11/001 - 103071; GEF ID: 3786)
50	130163	INTER-REGIONAL. Independent terminal evaluation. SWITCH-Med demonstration and networking components (UNIDO project No. 130163)
51	130220	NIGERIA. Independent terminal evaluation. National quality infrastructure project for Nigeria: Building trust for trade (UNIDO project No. 130220).
52	120027	MYANMAR. Independent terminal evaluation. Strengthening the national quality infrastructure (NQI) for trade in the Republic of the Union of Myanmar (UNIDO project No. 120027).
53	150063	ARMENIA. Independent terminal evaluation. Implementation of BAT and BEP for reduction of UP-POPs releases from open burning sources in Armenia (150063; GEF ID: 5038).
54	104063 - 104065	REGIONAL AFRICA. Independent terminal evaluation. Capacity strengthening and technical assistance for the implementation of the Stockholm Convention national implementation plans in African least developed countries of the SADC and COMESA sub-regions (GF/
55	100264	KINGDOM OF THAILAND. Independent terminal evaluation. Overcoming policy, market, and technological barriers to support technical innovation and south-south technology transfer: The pilot case of ethanol production from cassava (GF/THA/12/001 - 100264; GEF
56	120625	ROYAUME DU MOROC. Évaluation indépendante. Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT) (Project No. 120625).
57	120622	TUNISIE. Évaluation indépendante. Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT) (Project No. 120622).
58	103043	MOLDOVA. Independent terminal evaluation. GEF UNIDO Reducing greenhouse gas emissions through improved energy efficiency in the industrial sector in Moldova (Project No. 103043; GEF ID: 3719).
59	130129	SOUTH AFRICA. Independent terminal evaluation. Cleantech program for small and medium enterprises (SMEs) in South Africa (Project No. 130129; GEF ID: 5515)
60	130063	PAKISTAN. Independent terminal evaluation. Cleantech program for small and medium enterprises (SMEs) in Pakistan (Project No. 130063; GEF ID: 5553)
61	100261	UNITED REPUBLIC OF TANZANIA. Independent terminal evaluation. Mini-grids based on small hydropower sources to augment rural electrification in Tanzania (Project No. 100261; GEF ID: 4004).
62	103078	UKRAINE. Independent terminal evaluation. GEF UNIDO Improving energy efficiency and promoting renewable energy in the agro-food and other small and medium enterprises (SMEs) in Ukraine (UNIDO project No. 103078; GEF ID: 3917)

63	104147	PEOPLE'S REPUBLIC OF CHINA. Independent terminal evaluation. Environmentally sound management and disposal of obsolete POPs pesticides and other POPs in China (UNIDO project No. GF/CPR/09/006 - 104147; GEF ID: 2926).
64	100352	RUSSIAN FEDERATION. Independent terminal evaluation. Phase out of CFC consumption in the manufacture of aerosol metered dose inhalers (MDIs) in the Russian Federation (UNIDO Project No. 100352; GEF ID: 4387)
65	105324	RUSSIAN FEDERATION. Independent terminal evaluation. Phase-out of HCFCs and promotion of HFC-free energy efficient refrigeration and air-conditioning systems in the Russian Federation through technology transfer (UNIDO Project No. 105324; GEF ID: 3541).
66	130124	TURKEY. Independent terminal evaluation. GEF-UNIDO Cleantech programme for SMEs in Turkey (UNIDO Project No. 130124; GEF ID: 5505).
67	150282	INDIA. Independent terminal evaluation. Development and adoption of appropriate technologies for enhancing productivity in the paper and pulp sector (UNIDO project No. 150282).
68	150267	INDIA. Independent terminal evaluation. Development and adoption of appropriate technologies for enhancing productivity in the cement sector (UNIDO project No. 150267)
69	140116	KYRGYZ REPUBLIC. Independent terminal evaluation. Promoting community-level job creation and income generating activities through the development of cost-effective building materials production in Kyrgyzstan (UNIDO project No. 140116)
70	100245	INDIA. Independent terminal evaluation. Supporting small and medium-sized manufacturers in the automotive component industry in India: Deepening and widening the services provided within the framework of the UNIDO-ACMA-DHI Partnership Programme.
71	104049	MONGOLIA. Independent terminal evaluation. Capacity building for environmentally sound PCPs management and disposal in Mongolia (UNIDO project No. GF/MON/09/001 - 104049; GEF ID: 3542).
72	100209	IRAQ - Strengthening the national quality infrastructure 100209
73	103056	RUSSIAN FEDERATION. Independent terminal evaluation. Market transformation programme on energy efficiency in greenhouse gas-intensive industries in the Russian Federation (UNIDO project No. GF/RUS/10/004 - 103056; GEF ID: 3593)
74	120354	COLOMBIA. Independent evaluation. Cosmetic Sector Quality Programme (UNIDO project No. 120354).
75	130034	INTER-REGIONAL. Independent terminal evaluation. Development of clusters in creative and cultural industries and clusters in the Southern Mediterranean (UNIDO project No. 130034; EU ref. No. ENPI/2013/333-939)
76	120345	INDIA. Independent terminal evaluation. GEF-UNIDO Cleantech programme for SMEs in India (UNIDO project No. 120345; GEF ID: 4065)
77	120143	REGIONAL EUROPE. Independent terminal evaluation. Greening economies in the Eastern neighborhood (EaP GREEN) - Resource efficient and cleaner production component (UNIDO project No. 120143)
	tot=75	
		Mid-Term reviews
82	170220	GHANA. Independent mid-term evaluation. West Africa Competitive Programme - Ghana (UNIDO project No. 170220)
83	170222	GLOBAL. Independent mid-term evaluation. Global eco-industrial parks programme (GEIPP) (UNIDO project No. 170222).
84	170032	GLOBAL. Independent mid-term evaluation. Global Quality and Standards Programme (GQSP) (UNIDO project No. 170032)
85	140377	INDIA. Independent mid-term evaluation. International Centre for Inclusive and Sustainable Industrial Development (IC-ISID) (UNIDO project No. 140377).
86	103029	INDIA. Independent mid-term evaluation. Promoting energy efficiency and renewable energy in selected micro, small and medium enterprises (MSME) clusters in India (UNIDO Project No. 103029; GEF ID: 3553).
	tot=5	

Annex 2: Template for analysis of project evaluation reports

Synthesis of UNIDO Independent Evaluations 2018-2022

Template for the analysis of the evaluation reports

➢ *In each category, we focus on key drivers, key constraints, lessons learned, and good practices.*
➢ *Length of each template: 2-3 three pages.*

<table>
<tr><td rowspan="3">Code</td><td>Project title</td><td></td></tr>
<tr><td>SAP ID</td><td></td></tr>
<tr><td colspan="2">-> Go to Excel table and …
…   add co-financing ($)
…   tick collaboration with the private sector [yes/no]</td></tr>
<tr><td>A</td><td colspan="2">Predefined categories</td></tr>
<tr><td>A1</td><td colspan="2">Partnerships with the private sector</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>A2</td><td colspan="2">Knowledge management -> search for knowledge management, dissemination, e-learning</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>A3</td><td colspan="2">Contribution to SDGs (-> to which SDGs does a project contribute according to the evaluation report)</td></tr>
<tr><td></td><td colspan="2">Tick as appropriate:

SDG1 SDG2 SDG3 SDG4 SDG5 SDG6 SDG7 SDG8 SDG9 SDG10 SDG11 SDG12 SDG13 SDG14 SDG15 SDG16 SDG17
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

 Comment and/or examples: …</td></tr>
<tr><td>A4</td><td colspan="2">Role of UNIDO in digital transformation -> search for digital, web, IT, social media, online, innovation, internet</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>A5</td><td colspan="2">Scaling up of pilot projects (replication) -> check under the impact, sustainability, transformation</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>B*</td><td colspan="2">Not-predefined categories</td></tr>
<tr><td></td><td colspan="2">-> We identify in each evaluation report up to five issues that stand out
-> Focus on the executive summary, conclusions chapter, or lessons learned/good practices chapter</td></tr>
<tr><td>B</td><td colspan="2">[issue which stands out]</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>B</td><td colspan="2">[issue which stands out]</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>B</td><td colspan="2">[issue which stands out]</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>B</td><td colspan="2">[issue which stands out]</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
<tr><td>B</td><td colspan="2">[issue which stands out]</td></tr>
<tr><td></td><td colspan="2">Text…</td></tr>
</table>

* Either add existing code that has already been used for a specific issue or add new code for a new issue.