



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Draft

TERMS OF REFERENCE

Independent Impact Evaluation

UNIDO's Industrial Energy Efficiency-Related Programmes

Independent Evaluation Division (ODG/EVQ/IEV)

Office of the Director General, Office of Independent Evaluation and Quality Monitoring

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I. Background and context

As approved by the UNIDO Executive Board in March 2016, the Independent Evaluation Division (ODG/EVQ/IEV) will conduct an impact evaluation of UNIDO's Industrial Energy Efficiency related programmes in 2017. The evaluation will be undertaken within the framework of the UNIDO Evaluation Policy¹.

The purpose of the evaluation is to independently assess the extent to which impacts or progress toward impacts of UNIDO interventions (programmes/projects) geared toward measurable and sustainable changes related to energy efficiency have been achieved, concentrating on completed or recently completed projects from (GEF/non-GEF funded) Industrial Energy Efficiency (IEE), Resource Efficient and Cleaner Production, as well as the Ozone Depleting Substances (ODS)/ Montreal Protocol projects on refrigeration and cooling.

Previously, UNIDO has conducted one impact evaluation in 2010, *the Impact of UNIDO SMTQ projects in Sri Lanka*. Therefore, the impact evaluation on UNIDO's Industrial Energy Efficiency Related Programmes will serve as a basis to improve and expand the impact evaluation methodologies and culture in UNIDO for the coming years.

II. UNIDO's IEE Related Programmes

UNIDO's IEE projects work with policy makers, service providers, sectoral associations, companies and other stakeholders in:

- Strengthening policy and regulatory frameworks for better and sustainable energy efficient performance in industry
- Accelerating adoption and wide dissemination of IEE best-available practices and technologies through capacity building and awareness raising
- Saving energy and reducing greenhouse gas (GHG) emissions of the industrial sector; integrating energy efficiency in industry daily business practices

UNIDO's current portfolio on industrial energy efficiency builds on almost three decades of experience in implementing projects in industrial systems optimization, resource efficiency and environmental technology transfer.

One of the cornerstones of the approach is the use of Energy Management Systems (EnMS), based on the ISO 50001 Energy Management System Standard. ISO 50001 was originally published in 2011, based on a request by UNIDO to ISO to establish a project committee in 2008. ISO/PC 242 was led by ISO members for the United States (American National Standards Institute – ANSI) and Brazil (Associação Brasileira de Normas Técnicas – ABNT) and was attended by experts from the national standards bodies of 44 ISO member countries, 14 countries as observers as well as UNIDO and the World Energy Council (WEC). Since the publication of ISO 50001, UNIDO has been implementing industrial energy efficiency projects promoting the use of EnMS in over 20 countries.

Resource Efficient and Cleaner Production (RECP) programme is another intervention area which is aimed at mobilizing enterprises, in particular small and medium sized enterprises (SMEs) from the manufacturing and related productive sectors to 'green' their operations and become more efficient in their use of natural resources (materials, energy and water) and less polluting (in terms of generation

¹ http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/UNIDO_Evaluation_Policy_UNIDO-DGB-M-98-Rev-1_150319.pdf

and discharges of waste water, waste and emissions). The Global UNIDO-UNEP RECP programme is currently being independently evaluated.

In addition, UNIDO has been a key implementer of the Montreal Protocol for eliminating Ozone Depleting Substances. In this context, the organization has decades of experience in technology conversions in the industrial sector, training technicians and raising awareness, for example in the industrial refrigeration and air-conditioning sectors among others. Recently, an important amendment to the Montreal Protocol was agreed in 2016 in Kigali, to include hydrofluorocarbons (HFCs) among controlled substances. The extension of the treaty's scope opens a new era for the Montreal Protocol to phase down substances with high global warming potential. The amendment also emphasizes the importance of energy efficiency. In developing countries, demand for refrigeration and air conditioning is growing rapidly, encompassing more than 40 per cent of total electricity consumption, and this is expected to rise due to economic and demographic growth, urbanization and global warming. Improving the energy efficiency of refrigeration systems therefore plays a key role in climate change mitigation, and represents an essential goal for future projects. There are several projects that are piloting the low-ODS low-GHG technology transfer in industrial refrigeration that are being completed in 2017 (Viet Nam and Gambia), which complement the other elements of UNIDO's portfolio on energy efficiency.

An indicative list of related projects and programmes is provided in Annex 5.

III. Evaluation objectives, scope, key questions and approach

A. Evaluation objectives

The independent impact evaluation of UNIDO's industrial energy efficiency related programmes has two main objectives:

- To analyze the extent to which UNIDO's interventions have contributed to, or are likely to contribute to, changes in policies, technology, management practices, financing and other behaviors that will ultimately improve energy efficiency in industrial sectors through mainstreaming, scaling-up and replication;
- To draw out lessons that may be applied in the development of future projects in energy and environment as well as future impact evaluations

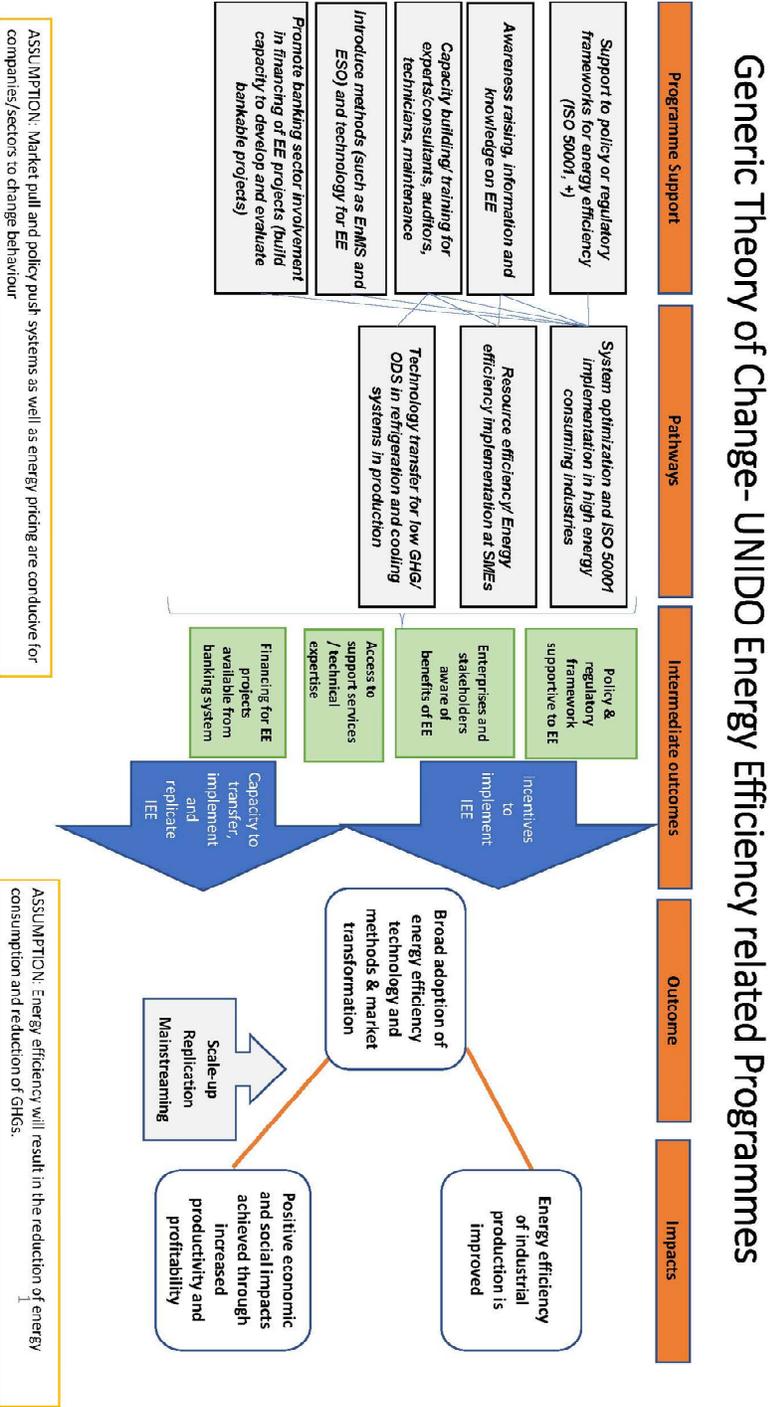
B. Evaluation scope

The independent impact evaluation will use mixed-methods to improve understanding of UNIDO's contribution towards industrial energy efficiency.

The portfolio analysis of all relevant projects will be conducted during the inception phase and will consider projects implemented between 2012-2017. The terminal independent evaluations of the completed projects, where available, will also serve as an initial basis of analysis. The impact evaluation will attempt to identify suitable methodologies, including the application of a generic Theory of Change (see below) and analysis of the counterfactual scenarios, to aggregate the higher level impacts of UNIDO programmes. Based on the initial scoping, one or two case study countries will be selected to collect data on intervention-groups and the counterfactual, as well as applying qualitative methods to better understand the determining factors of higher impact.

It needs to be noted that while a larger number of UNIDO projects might have energy efficiency related outputs (for example in renewable energy and agro-industry related projects), for the purposes of this impact evaluation, only projects from the IEE, RECP and Montreal Protocol portfolio will be considered. Based on the generic theory of change presented below, these programmes follow similar intervention logic, although there are significant differences in their approaches, including sectors, size of companies

and delivery mechanisms. As the allocated resources for the impact evaluation are limited, the priority will be to improve the understanding of if and how long term impacts of UNIDO can be aggregated at a higher level and measured. The draft generic theory of change of UNIDO’s energy efficiency portfolio presented below will be further discussed and verified during the inception phase of the evaluation.



C. Limitations

Anticipated limitations of the evaluation are related to:

- **Availability of data:** the willingness and ability of both intervention and non-intervention companies to provide baseline and monitoring data to estimate impact.
- **Attribution (requiring a counterfactual narrative):** a theoretical model will be developed to assess how the non-investment (capacity building, policy, awareness, etc.) interventions interact with each other and contribute to overall long-term impacts.
- **Prior evaluative evidence:** while a number of completed projects have terminal independent evaluations and four related evaluations are currently ongoing, there is meager impact level evidence contained in the evaluation reports from the previous years. The evaluation team will need to consider cost and time effective means of collecting the required data.

D. Key Questions and Evaluation Approach

Under the two main objectives of the impact evaluation are the following questions to be considered:

- To analyze the extent to which UNIDO support has contributed to, or is likely to contribute to, changes in policies, technology, management practices, financing and other behaviors that will ultimately improve energy efficiency in industrial sectors through mainstreaming, scaling-up and replication;
 - a. Have the projects influenced market transformation in energy efficiency, and how?
 - b. Have the projects influenced behaviour at the company and sectoral level, and how?
 - c. How can these changes be measured? For example, did capacity-building change the demand for energy efficiency project financing/implementation rate?
 - d. Have the projects contributed to positive economic and social impacts (non-energy related) through increased productivity and profitability?
- Draw out lessons learned that may be applied in the development of future projects in energy and environment as well as future impact evaluations
 - a. What are the factors affecting the achievement of impacts (positive and negative, intended and unintended)? Which ones are under the control of UNIDO and how they can be leveraged?
 - b. What can be done to improve project design of future UNIDO energy efficiency related projects?
 - c. What kind of baseline data should project managers collect in the future?

The evaluation team is expected to further elaborate the above main evaluation questions as part of creating a fully-fledged evaluation matrix in the inception report.

The impact evaluation will be carried out as an independent formative evaluation using a **complex systems approach** wherein aside from the traditional theory of change perspective, “the complex system within which the intervention has taken place and intends to make an impact must also be examined, and specific elements of an intervention’s TOC and the larger system must also be understood to have a systematic basis.” This approach will emphasize the relationship between UNIDO’s energy efficiency related projects, the contexts within which they operate and interactions between the different approaches used. Furthermore, UNIDO interventions may contribute towards less apparent forms of impact (such as negative, unintended, indirect and secondary).² Aside from the components of the generic theory of change, the final approach to be adopted will consider the geographical and sectoral boundaries, relevant actors, their interactions and emergent properties³.

² “Going Beyond Mixed Methods to Mixed Approaches: A Systems Perspective for Asking the Right Questions” by Janeen R. Garcia and Aaron Zazueta (*IDS Bulletin* Volume 46 Number 1, January 2015)

³ “Going Beyond Mixed Methods to Mixed Approaches: A Systems Perspective for Asking the Right Questions”

Evaluation instruments for data collection and analysis. The evaluation will use mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its conclusions.

Following are the main instruments for data collection and analysis that will be considered for this evaluation:

1. **Portfolio analysis, desk review:** including but not limited to those mentioned in Annex 1.
2. **Development of relevant portfolio level outcome indicators and data collection protocols:**
Data of interest may include:
 - a. Specific energy consumption (kwh/output) reduced at the company-level
 - b. Measure of economic benefits, particularly savings at the company-level and improved access to financing
 - c. Measure of behavioral shift, particularly energy-saving practices and change in perception
3. **Field work in selected case-study countries:** case study countries will be selected at the time of inception, among the set of countries where UNIDO has completed or close to completing Industrial Energy Efficiency programmes as well as having RECP and ODS interventions, i.e. Cambodia, Viet Nam, South Africa, Ecuador, Egypt, and Indonesia. These will include structured and semi-structured interviews and focus group discussions in country case studies that would be selected in order to better understand the specific context and validate results. Key stakeholders to be interviewed include: i) Company representatives; ii) Government representatives; iii) Project managers; iv.) Financial institutions; and v.) Technical experts.
4. **Case study survey(s):** Survey(s) would be undertaken to collect a variety of perspectives and information from companies/sectors in selected countries as well as other beneficiaries such as policy makers and financial institutions.

It is expected that results from the survey and questionnaires using during country visits and other interviews are systematically used in the evaluation report, particularly quantitative data with the overall aim to strengthen the triangulation of data sources.

E. Evaluation process

The evaluation will be conducted from October 2017 till June 2018. The evaluation will be implemented in phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase with an inception report including, among other, i) the full evaluation matrix (evaluation questions and criteria, performance indicators, data sources, data collection methods, analysis methods); ii) data collection protocol (survey and semi-structured questionnaire); and iii) suggested sampling approach and proposed sample for country visits
- ii. Desk review, portfolio analysis and literature review
- iii. Survey/data collection
- iv. Case study country visits
- v. Data analysis with a draft report and final report

The indicative outline for the evaluation report is presented in annex 4.

IV. Evaluation team

Evaluation team. The independent impact evaluation will be conducted by an Evaluation Team (ET) composed by two independent international evaluation consultants (a team leader and one senior technical expert) and one IEV Evaluation Officer who will who will also be responsible for the management.

The team leader and the technical expert will be senior experts who have in-depth knowledge of impact evaluations and energy efficiency related programmes. Their Job Descriptions are presented in Annex 2.

According to UNIDO Evaluation Policy, 'the members of an evaluation team must not have been directly responsible for the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future)'.

V. Quality assurance

All UNIDO independent evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process), providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report, and ensuring the draft report is factual validated by stakeholders).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 3. The draft and final evaluation report are reviewed by the UNIDO Independent Evaluation Division and circulate it within UNIDO together with a management response sheet.

Annex 1. Preliminary list of reference documents

Terminal Independent Evaluation Cambodia IEE:

http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/GFCMB11001_TE_GGE_1_EE.pdf

Terminal Independent Evaluation Ecuador

IEE: http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/GFECU11004_IEE_TE_REPORT_2015.pdf

Terminal Independent Evaluation Vietnam IEE:

http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/GFVIE10003_103081_IEE_TE-Report_FINAL.pdf

South Africa:

http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/SA_IEE_Project_PIA_Report_v2_FINAL-EVA.pdf

RECP mid-term evaluation:

http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/UEGLO11035-100050_RECP_MidTerm-EvalRep_FINAL_151022.pdf

Vietnam RECP

http://www.unido.org/fileadmin/user_media/About_UNIDO/Evaluation/Project_reports/VNCPC%20Ex%20post%20evaluation%20final%20120613.pdf

Ozone depleting substances (Montreal Protocol)

http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/THEM_MP_review_2015-16_E-book.pdf

Annex 2. Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Job Description

Post title:	Principal/Senior International Evaluation Consultant (Team Leader)
Duration:	50 days over period 25 September– 31 December 2017 (with possibility of extension)
Duty station / missions:	Home-based; UNIDO HQ, Vienna; (additional field missions to be decided)

Duties of the consultant: The Principal/Senior International Evaluation Consultant, in collaboration with two other international evaluation team members, will lead and conduct the independent impact evaluation of UNIDO's Energy Efficiency related Programme. As approved by the UNIDO Executive Board in March 2016, the Independent Evaluation Division (ODG/EVQ/IEV) will conduct an impact evaluation of UNIDO's Industrial Energy Efficiency related programmes, which will not only assess the long term impacts of UNIDO programmes but also as one of the first impact evaluation to be conducted, it will help to draw out lessons that may be applied in the development of future projects in energy and environment as well as future impact evaluations. The evaluation will be undertaken within the framework of the UNIDO Evaluation Policy⁴.

The purpose of the evaluation is to independently assess impacts or progress toward impacts of a cluster of projects geared toward improving the energy efficiency in at least two case-study countries, concentrating on achieved results and long-term impacts from completed or recently completed projects from (GEF/non-GEF funded) Industrial Energy Efficiency, Resource Efficient and Cleaner Production, as well as the Ozone Depleting Substances (ODS)/ Montreal Protocol projects on refrigeration and cooling. The final case study countries will be selected at the time of inception, among the set of 5 countries where UNIDO has completed or close to completing Industrial Energy Efficiency programmes as well as having RECP and ODS interventions, namely: Cambodia, Viet Nam, South Africa, Ecuador, Egypt.

More specifically the consultant will carry out the duties as per the table below:

Duties	Duration (work days)	Deliverables
Desk review of documents related to UNIDO's energy efficiency related programmes, guiding and advising the team members, for preparing the inception report including the evaluation methodology and work plan.	10 days	List of issues to be clarified in line with evaluation questions; inception report including and evaluation conduct work plan.

⁴ [http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/UNIDO Evaluation Policy UNIDO-DGB-M-98-Rev-1_150319.pdf](http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/UNIDO_Evaluation_Policy_UNIDO-DGB-M-98-Rev-1_150319.pdf)

Duties	Duration (work days)	Deliverables
Consolidating the Inception report: prepare an inception report based on the desk review and including an evaluation matrix and work plan.	4 days	Inception report
Briefings with UNIDO IEV; and, as per inception report and work plan to conduct: HQ interviews relevant staff at UNIDO Preparation of field mission(s)	4 days (Vienna)	Information collected and analyzed, in line with the evaluation questions developed in the ToR and the Evaluation Matrix developed during the inception phase,
Develop the technical content for the evaluation tools, such as the data collection and measurement instruments	10 days	As per evaluation work plan from the inception phase.
Field mission to selected case study country	10 days	As per evaluation work plan from the inception phase, relevant country case study prepared
Debriefing: Presentation of preliminary findings at UNIDO HQ and Permanent Missions	2 days (Vienna)	Information and findings analyzed for evaluation report. Power Point presentation with preliminary findings.
Drafting of evaluation report, collecting feedback and incorporation of comments received Consolidating the Final Report.	10 days	Report chapters and sub-chapters including conclusions, recommendations and lessons learned. Preparation of Executive Summary and 1-2 pages brief from the evaluation.
Total	50 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies:

1. Strategy and direction
2. Judgement and decision making

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in a field related to energy, environment, natural sciences, geography, development studies, or economics.

Technical and Functional Experience:

- A minimum of 20 years practical experience in the field of evaluation, including experience at the international level involving technical cooperation in developing countries on energy and environment issues. Exposure to the needs, conditions and problems in developing countries.
- Have an in-depth knowledge of impact evaluation methodologies applied to development projects/ programmes
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Experience/knowledge in energy efficiency, renewable energy and environment programmes and work of GEF
- Excellent analytical and drafting skills

Languages: Fluency in written and spoken English is required. Fluency and/or working knowledge of another official UN language, particularly French desirable.

Impartiality: According to UNIDO rules, the consultant must not have been involved in the policy-setting, design or overall management of the subject of evaluation (nor expect to be so the near future).



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Job description

Independent Impact Evaluation

UNIDO's Industrial Energy Efficiency-Related Programmes

Post title: Senior Technical Expert (Team Member)

Duration: 25 days spreading over 3 months (with possibility of extension)

Date required: 13 October 2017

Duty station / missions: Home-based; UNIDO HQ, Vienna

Duties of the consultant: in collaboration with the evaluation team leader and IEV member, conduct this thematic evaluation in conformity with the TOR and carry out the duties as per the table below:

Duties	Duration (work days)	Deliverables
Desk review of documents, advising the team on the energy efficiency measurement issues and indicators for the evaluation methodology and inception report	7 days	List of issues to be clarified in line with evaluation questions; inception report including interview guidelines.
Briefings with UNIDO IEV; HQ interviews: Conduct interviews with relevant staff at UNIDO HQ	4 days (2 split missions in Vienna)	Information collected and analyzed, in line with the evaluation questions developed in the ToR and the Evaluation Matrix developed during the inception phase, and analyzed for evaluation report.
Develop the technical content related to energy efficiency policies, technologies, management practices and outcome level indicators to be used as part of the evaluation tools, such as the data collection and measurement instruments	14 days	Content developed for surveys, interview protocols, and field case studies
Total	25 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies:

1. Strategy and direction
2. Judgement and decision making

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in a field related to energy, environment, natural sciences, geography, development studies, or economics.

Technical and Functional Experience:

- A minimum of 12 years practical experience in the field of environment and energy, including experience at the international level involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries.
- Have an in-depth knowledge of impact evaluation methodologies applied to development projects/ programmes
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Excellent analytical and drafting skills

Languages: Fluency in written and spoken English is required. Fluency and/or working knowledge of another official UN language, particularly French desirable.

Impartiality: According to UNIDO rules, the consultant must not have been involved in the policy-setting, design or overall management of the subject of evaluation (nor expect to be so the near future).

Annex 3. Checklist on evaluation report quality

Independent Impact Evaluation

UNIDO's Industrial Energy Efficiency-Related Programmes

Report title:

Evaluation team leader:

Quality review done by:

Date:

Report quality criteria	UNIDO Assessment notes	EVA	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)			
b. Was the evaluation objective clearly stated and the methodology appropriately defined?			
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?			
d. Were the report consistent with the ToR and the evidence complete and convincing?			
e. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)			
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?			
g. Did the report include the actual project costs (total, per activity, per source)?			
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?			
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?			
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?			
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?			
l. Was the report delivered in a timely manner? (Observance of deadlines)			

Rating system for quality of evaluation reports: A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Annex 4. Draft outline of evaluation report

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses
- Must be self-explanatory and should be maximum 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Evaluation findings

Findings could be presented for each method used, by program components covered, by market segments covered, and so forth, followed by a section on integrated findings or organized and presented by the different observed effects or type of results.

III. Conclusions, recommendations and lessons learned

- A. Conclusions
- B. Recommendations
- C. Lessons learned

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 5. Indicative list of related UNIDO projects

Project title	Country	GEF grant (\$)	Status
Industrial Energy Efficiency	Thailand	3,620,000	Completed
Industrial Energy Efficiency	Philippines	3,166,065	Ongoing
Industrial Energy Efficiency in Ecuador (IEEE)	Ecuador	915,000	Completed
Industrial Energy Efficiency in Egypt	Egypt	3,950,000	Ongoing
Improvement of Industrial Energy Efficiency in Myanmar	Myanmar	2,730,000	Ongoing
Industrial Energy Efficiency In Key Sectors in Islamic Republic of Iran	Iran	6,934,095	Ongoing
Improving Energy Efficiency and promoting Renewable Energy in the Agro-Food and other Small and Medium Enterprises(SMEs)	Ukraine	5,550,000	Ongoing
Promoting Industrial Energy Efficiency through System Optimization and Energy Management Standards in Vietnam	Vietnam	859,091	Completed
Promoting industrial energy efficiency through system optimization and energy management standards in Indonesia	Indonesia	2,180,380	Ongoing
Reduction of GHG Emissions Through Promotion of Investments in Biogas Mini-Grids	Cambodia	1,500,499	Ongoing
Industrial Energy Efficiency for Malaysian Manufacturing Sector (IEEMMS)	Malaysia	4,200,000	Completed
Promoting Market Transformation for Energy Efficiency in Micro, Small & Medium Enterprises	India	4,465,455	Ongoing
Catalyzing market transformation for industrial energy efficiency and accelerate investments in best available practices	Macedonia	1,400,000	Ongoing
Promoting Energy Efficiency in Industrial Heat Systems and High Energy-Consuming (HEC) Equipment	China	5,375,000	Ongoing
Reducing Greenhouse Gas Emissions through Improved Energy Efficiency in the Industrial Sector in Moldova	Moldova	960,000	Ongoing
Industrial Energy Efficiency Project in South Africa (SA IEE Project)	S. Africa	6,100,000	Completed

Project title	Country	GEF grant (\$)	Status
Industrial Energy Efficiency Improvement in South Africa through Mainstreaming the Introduction of Energy Management Systems and Energy Systems Optimization (GEF SA IEE Phase II Project)	S. Africa	5,776,484	Ongoing
UNIDO-GEF 'Market Transformation Programme on Energy Efficiency in GHG-intensive Industries' in the Russian Federation	Russian Federation	8,078,625	Ongoing
Viet Nam - Reduction greenhouse gas, ODS	Viet Nam	415,813	Ongoing
Improving Energy Efficiency and Reducing ODS Emissions in the Industrial Refrigeration and Air Conditioning Sector	Gambia	545,319	Ongoing
RECP Indonesia	Indonesia	4,413,459	Ongoing
Eco-Industrial Park Project in Vietnam	Viet Nam	3,524,000	Ongoing