

UNIDO

Global Cleantech Innovation Programme

Monitoring & Evaluation Framework

20 July 2023 - April 2023

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1 Introduction

The Global Cleantech Innovation Programme (GCIP) responds to the increasing global demand for environmental sustainability, climate action, and to unleash the potential of cleantech innovation and entrepreneurship to help transform priority sectors and systems. To address the barriers faced by SMEs in transforming their cleantech innovations into market ready solutions, the programme will use a holistic ecosystem approach that will facilitate the growth of cleantech SMEs, improve coordination of national activities and foster synergies between participating countries. GCIP has a unique approach as it seeks to capacitate the private sector to deliver environmental benefits through transforming early-stage clean tech companies into fast-growing enterprises whilst simultaneously developing the cleantech innovation and entrepreneurship ecosystems in partner countries, thereby boosting the potential of domestic cleantech ecosystems and corresponding markets.

The scaling-up of GCIP calls for systematic coordination at the global level, leveraging opportunities for synergies and improved cost efficiency of allocated resources. GEF funding is utilized for the establishment of a global coordination platform to ensure a systematic approach, programme coherence and quality across the participating countries. By establishing an enabling environment, it will ensure that the catalytic grant investments from the GEF will leverage more investments from national stakeholders and the private sector and deliver greater impact at scale. In particular, GCIP will de-risk investments in cleantech SMEs by transforming their early-stage cleantech solutions into viable, scalable and investable enterprises.

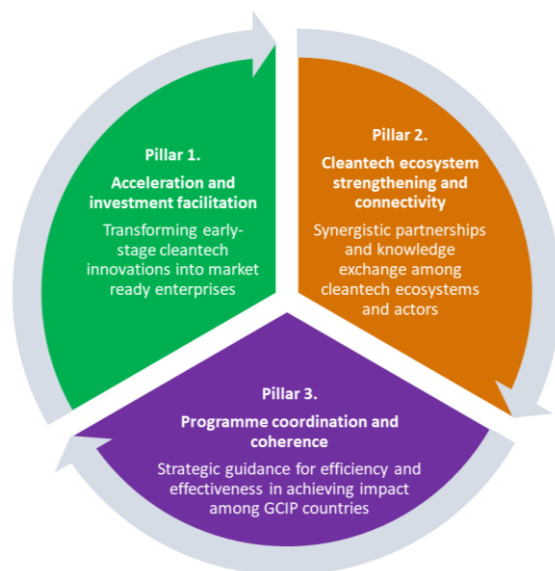
The platform for GCIP will aggregate and enhance efforts to strengthen and connect the ecosystems of partner countries, and at the same time connect them to a truly global innovation ecosystem. Over the long-term, the project seeks to build robust innovation ecosystems that can identify and systematically support high-impact cleantech technology innovations as well as attract large-scale investments. This mechanism is expected to deliver significant global impact on limiting global temperature rise to well below 2 degrees centigrade as well as generating local environmental benefits.

The acceleration of fast-growing cleantech innovation SMEs also creates new green jobs, therefore contributing to national and global poverty alleviation efforts. It supports the formation of new sectors supporting low-carbon and low-emission economic development and further catalyses greater private sector cleantech investment.

The global programme derives from achievements and key lessons learned from the implementation of GCIP projects supported under GEF 5&6. In particular, it builds on the collective feedback by various stakeholders including national counterparts, partner institutions and SMEs successfully participating in GCIP as well as strategic partners at global levels.

Global coordination will enhance the performance of the individual child projects as well as reducing duplication of efforts and costs, while fostering the exchange of best practice examples and lessons learned. A significant part of the work of the global programme supports countries to implement their child projects through the platform, knowledge products, advocacy, outreach and programme coherence and coordination as well as direct technical support to SMEs, GCIP alumni, mentors, judges, national institutions and governments.

GCIP is comprised of three programmatic pillars that are interlinked and shown in the figure below:



- Pillar 1: Acceleration and investment facilitation focuses on identification and growth of start-ups, with interventions targeting the private sector (enterprises).
- Pillar 2: Cleantech ecosystem strengthening and connectivity aims to support the national ecosystems with intervention targeting national institutions, ministries, financial institutions, other key national stakeholders, as well as facilitate collaboration among the ecosystems.
- Pillar 3: Programme coordination and coherence will provide strategic guidance for efficiency and effectiveness in achieving impact among GCIP countries, with interventions designed to enhance coordination among GCIP projects teams at national and global levels, and with project executing partners.

Figure 1: GCIP programmatic pillars

1.1 Purpose of this Framework

The purpose of this M&E framework is to measure the performance of the GCIP programme in order to strengthen implementation, learn lessons and contribute to the knowledge base as to the effectiveness, efficiency, relevance, sustainability and impact on climate change mitigation, low carbon economic growth and on cleantech innovation.

As described in the Programme Framework (GEF ID 10408), a GCIP monitoring and evaluation (M&E) framework has been prepared with SMART indicators which will be adapted for each national child project, which provide performance and impact indicators for project implementation along with their corresponding means of verification. The Results Framework

attached is shared with all country child projects for them to adapt to their specific outputs, outcomes and impact.

In addition, the key principles of GEF and UNIDO for M&E are described to highlight the minimum requirements of M&E activities in each child project. Operational guidelines are also developed alongside the framework to ensure all child projects use the same framework and indicators, to facilitate coherence in the reporting and data gathering. These will form the basis on which the child projects' M&E Plans are built.

The M&E procedures consist of project inception, progress reporting (annually or bi-annually), external Mid-term Review, Independent Terminal Evaluation and a project final report. A detailed M&E plan for tracking and reporting on project time-bound milestones and accomplishments will be prepared at the implementation start of each child project. The M&E plan is periodically reviewed and updated. The evaluation/implementation team reports and verifies the actual progress against the approved work plan.

The minimum contents of the M&E plan are prescribed here as well as the key tools and templates to be used.

1.2 Principles for Monitoring and Evaluation

Programme monitoring and evaluation (M&E) will be conducted in accordance with established UNIDO and GEF procedures. This is in addition to the impact methodologies and tracking, which will focus on the impact and outcomes of the programme at national and global levels, and will feed into the overall results framework. The overall objective of the monitoring and evaluation process is to ensure successful and quality implementation of each project and the overall programme by:

- i) tracking and reviewing project activities execution and actual accomplishments;
- ii) providing visibility into progress as the project proceeds so that the implementation team can take early corrective action if performance deviates significantly from original plans; and
- iii) adjusting and updating project strategy and implementation plan to reflect possible changes on the ground, results achieved and corrective actions taken.

1.2.1 Global Environment Facility

In the context of the results frameworks (and related core corporate indicators), GEF projects and programmes shall adopt monitoring and evaluation systems with indicators that ensure evaluability. Indicators should be SMART—specific, measurable, attributable, relevant, and time-bound. These indicators will be reported in the terminal evaluations to assess performance against objectives and should have the following characteristics:

(a) **Specific.** The indicator measures only the design element (output, outcome, or impact) that it is intended to measure, and captures the essence of the desired result by clearly and directly relating to the achievement of an objective, and only that objective.

(b) **Measurable.** There are practical ways to quantitatively and/or qualitatively measure the indicator, i.e. the indicator has the capacity to be counted, observed, analysed, tested, verified, or challenged.

(c) **Attributable.** The indicators identify what changes occurred or are anticipated because of the intervention and whether the results are realistic. Attribution requires that changes in the targeted environmental and developmental issues can be linked to the intervention.

(d) **Relevant.** The indicators establish levels of performance that are likely to be achieved in a practical manner that reflect the expectations of stakeholders, and are plausibly associated with the activities, or the indicator is valid in describing the underlying issues and processes followed to tackle those issues.

(e) **Time-bound, timely, trackable, and targeted.** The indicators track progress in a cost-effective manner at appropriate intervals for a set period, with clear identification of the stakeholder group(s) to be affected by the intervention.

Results in the GEF are measured by global environmental benefit indicators and according to the approved results frameworks. Social and economic co-benefits achieved while contributing to global environmental benefits are also measured. As per the GEF Policy on Gender Equality, the collection of sex-disaggregated data and information on gender, and the use of gender-sensitive indicators, sex-disaggregated targets and results, as relevant, are to be regularly incorporated in monitoring and evaluation. Wherever possible, the geographic coordinates of project sites should be collected and used in monitoring and evaluation.

1.2.2 UNIDO

According to the UNIDO Evaluation Manual, monitoring involves management's continuous examination of progress achieved during the implementation of a project or programme in order to track compliance with the plan and take necessary decisions to improve performance. It involves regular and systematic assessment based on participation, feedback, data collection, analysis of actual performance using indicators, reflection and regular reporting/monitoring. Monitoring makes it possible to gauge where UNIDO projects and programmes are, in relation to results planned; to track progress based on intended results and agreed indicators; and to identify issues and analyse relevant information and reports that become available as implementation occurs. UNIDO also monitors to fulfil accountability requirements; communicate, review and report results to stakeholders and funders. Monitoring feeds into real time learning and evaluation.

A Monitoring and Evaluation (M&E) Plan is developed in all UNIDO projects and programmes. The plans should at a minimum cover planned results, indicators, baseline targets and means of verification. In addition, the M&E plan elaborates on methods to be used, frequency and responsibility.

UNIDO is the key Organization that provides an integrated approach to ISID services, to address the complexity of the systemic transformation it entails. With the available resources and highly specialized staff, UNIDO provides support services in technical cooperation; policy analysis and advice; norms and standards; convening and partnerships. UNIDO addresses this complexity by closely working with all relevant actors, from individuals and firms to intermediary institutions and services providers, all the way to policymakers and global players. UNIDO supports these actors in strengthening their technical, institutional, policy, and thematic knowledge & understanding of ISID issues, and associated skills & capacities. UNIDO supports these actors in changing behaviours: business practices; technology; policy & standards; investments; partnerships & institutional coordination; scale up & institutional change. UNIDO therefore contributes to ISID and the SDGs by supporting change in:

- Advancing economic competitiveness: Income creation, technological progress and increased exports;
- Creating shared prosperity: Decent employment, social inclusion and improved livelihoods;
- Safeguarding the environment: Reduced environmental footprint and transition to clean industrial patterns; and

- Progress in all SDGs through linkages with ISID.

As such, a menu of core indicators is useful to plan, track, evaluate, report on and manage initiatives at all levels.

1.3 Institutional Arrangements

The outputs and outcomes from each child project will contribute to the overall programme impact through the number of cleantech innovations, entrepreneurs and SMEs supported, value chain activities, finance mobilized and the resulting green growth, jobs created and GHG emission reductions. The following figure shows how the Global framework will support the child projects and how each project will feed into the global programme. It also shows the reporting lines and financial flows.

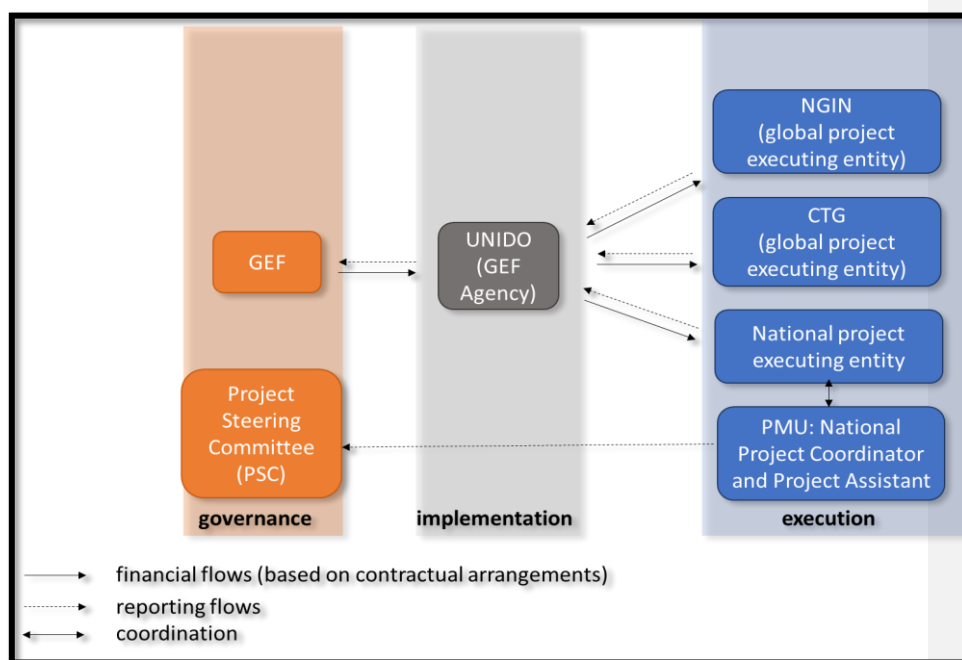


Figure 2: National Institutional Arrangements

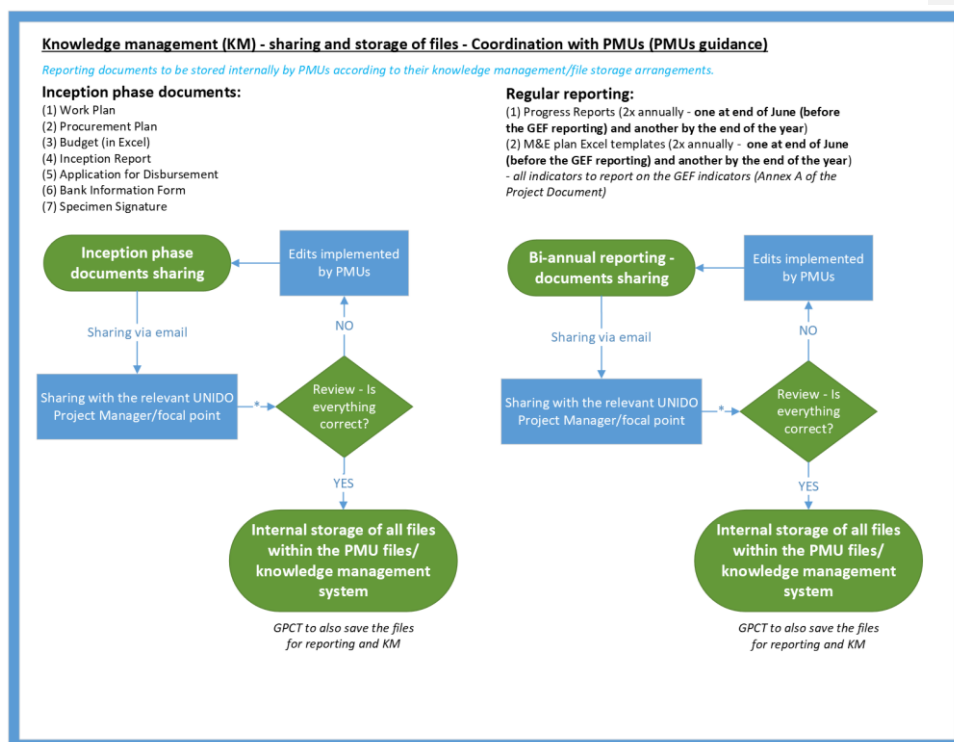


Figure 3: Reporting flows from PMU to UNIDO



Figure 4: Data flow for Multimedia Assets from PMU to UNIDO

2 Child Project M&E Plans

2.1 Design of Monitoring and Evaluation Plans

Project Monitoring and Evaluation Plans must ensure coherence between programme and child project objectives, indicators, and outcomes. Monitoring and Evaluation Plans build in the possibility to adapt to changing conditions, if needed. Project Monitoring and Evaluation Plans should contain the following:

- SMART indicators for results and implementation linked appropriately to the GEF results frameworks, and including the following:
 - i) Applicable GEF indicators on global environmental benefits
 - ii) Socioeconomic co-benefits and sex-disaggregated / gender-sensitive indicators (where relevant)
 - iii) Project site geographic coordinates (where feasible and appropriate)
 - iv) Additional process and/or performance indicators that can deliver reliable and valid information
- Project and programme baselines, with a description of the problem to be addressed and relevant indicators
- Periodic implementation reports (PIRs), midterm reviews, and terminal evaluations
- Organizational set-up and budgets for both monitoring and evaluation, where the budget for evaluation should be explicit and distinguished from monitoring activities.

It should be noted that GEF has set minimum requirements for all GEF funded projects regarding the M&E set out in the GEF M&E Policy. This means that during both external evaluations i.e. Midterm Review (MTR) and Terminal Evaluation (TE) the project's monitoring and evaluation system, namely the (i) M&E design (Project Document and Results Framework), (ii) the M&E plan implementation as well as the (iii) Budgeting and funding for M&E activities will be evaluated.

2.2 Application of Monitoring and Evaluation Plans

In general, project monitoring will include implementation of the Monitoring and Evaluation Plan, comprising the following:

- The identified indicators are actively measured, or if not, a reasonable explanation is provided
- The baseline for the project is fully established and data are compiled to review progress, and evaluations are undertaken as planned
- The organizational set-up for monitoring and evaluation is operational, and its budget is spent as planned

2.2.1 Monitoring procedures

The PMU will report on the progress against the workplans approved by the Project Steering Committee and on the progress against the output and outcome indicators in the results framework. The M&E procedure will consist of a project inception report, 3 or 6-monthly

progress reporting, and a project final report. Corrective measures will be needed in case there are significant deviations between the forecasted work plan and actual implementation. This M&E plan will be reviewed annually by the PSC and periodically updated as needed.

Note that monitoring and evaluation is a continuous process, which is not limited and determined by deadlines and reporting milestones. M&E is a non-stop review of the project to assess tangible progress, challenges that arise and opportunities that exist or could be explored. It is a process that goes beyond inputs and achievements, but towards outcomes and impact and describes lessons and learning in project implementation. The M&E plan presented in the section below indicates the frequency of specific M&E activities, but this should be interpreted as only indicative. M&E activities will be a continuous responsibility of the PMU.

Monitoring will include the regular monitoring of the Environmental and Social Management Plan, the Stakeholder Engagement Plan, the Gender Action Plan and the risk analysis. Templates for the reporting are provided in the Appendices.

2.2.2 Quality Assurance

An important element of the monitoring process is not only recording and documenting the project's progress, achievements, and eventual outcomes, and to ensure that the inputs and outputs are of appropriate quality. This quality assurance task is a responsibility of the PMU with their respective technical expertise and experience. It is also their role to monitor, supervise and guide the experts and contractors in quality delivery and to carry out quality control.

2.2.3 Evaluation

Introduction

Two external or third party evaluations will take place within the project. Halfway through the project an external mid-term review (MTR) will be conducted to assess the progress towards planned results and to identify any recommendations for improvement for the second half of the project implementation. In particular, the MTR offers an opportunity to re-assess the targets in the M&E framework and to decide if targets should be changed or added.

During the final year of implementation, an independent terminal evaluation (TE) will be conducted to assess the overall results of the programme and to formulate recommendations that can feed into future similar project and programmes. The independent terminal evaluation report will be submitted to UNIDO's Evaluation Office, and will fall under their responsibility. Both external evaluations rely heavily on information provided by the project's monitoring processes and form a quality check on the monitoring methods and products.

Evaluation objectives and criteria

The objectives of each specific evaluation (mid-term review and end evaluation) will differ and will be specified in the detailed Terms of References for each evaluation. Quantitative and qualitative methods will be proposed that would include desk review of project documents and secondary data, and primary data collection (e.g. key informant interviews) with key stakeholders.

The evaluation criteria to be used for the GCIP projects are in accordance with international standards (OECD-DAC Criteria) and described as follows:

- **Effectiveness** - The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance;
- **Efficiency** - A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to results;
- **Relevance** - The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances;
- **Impacts** - Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
- **Sustainability** - The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Communication and Dissemination of Evaluation Results

It is not sufficient merely to conduct evaluations as an information-gathering exercise. It is also important to consult and to disseminate and communicate evaluation results to key stakeholders and other audiences as soon as possible and in forms that are easy to understand and use. Ensuring openness and a wider access to evaluation results increases their credibility and use.

Further, to fulfil the following objectives:

- 1) To ensure effective use of the evaluation findings to inform formulation of government initiatives and policy and possibly a next project cycle;
- 2) to ensure continuous learning after the evaluations have been completed; and
- 3) to fulfil accountability obligations to all stakeholders, the evaluations should include the development of a communication and dissemination plan. This should include the target audiences, purpose and objective, message and dissemination channels (e.g. social media channels but also Project website, global programme website, etc.).

2.2.4 Learning

Feeding evaluation findings and learnings back to GCIP, national governments, UNIDO and the GEF is key to improving GCIP implementation and facilitating its roll out globally. Making these findings publicly available (e.g., UNIDO Knowledge hub, UNIDO website, project websites and GCIP programme website, etc.), where appropriate, will enhance programme transparency; and leveraging them to a wider development audience will boost the global evidence base in supporting cleantech innovation.

3 Minimum Content for M&E Plans

This section 3 should be used as a template for M&E plans

3.1 Project summary

<Provide basic information on the project that this monitoring and evaluation plan is for>

Title	<Insert>
Starting Date	<Insert>
Duration	<Insert>
Partners	<Insert>
Country	<Insert>
Beneficiaries	<Insert>
Cost	<Insert>
Funding Source	<Insert>
Objective	<Insert>

<Use the text below on the project that this monitoring and evaluation plan is for>

The [project name] in [country] is one of ten country projects, under the Global Cleantech Innovation Programme (GCIP) being implemented by UNIDO. The objective of the overall GCIP programme is to foster private sector initiative, entrepreneurship and engagement to accelerate the uptake of and investment in innovative cleantech solutions at scale.

The GCIP is comprised of three programmatic pillars that are interlinked and shown in the figure below:

- Pillar 1: Acceleration and investment facilitation focuses on identification and growth of start-ups, with interventions targeting the private sector (enterprises).
- Pillar 2: Cleantech ecosystem strengthening and connectivity aims to support the national ecosystems with intervention targeting national institutions, ministries, financial institutions, other key national stakeholders, as well as facilitate collaboration among the ecosystems.
- Pillar 3: Programme coordination and coherence will provide strategic guidance for efficiency and effectiveness in achieving impact among GCIP countries, with interventions designed to enhance coordination among GCIP projects teams at national and global levels, and with project executing partners.

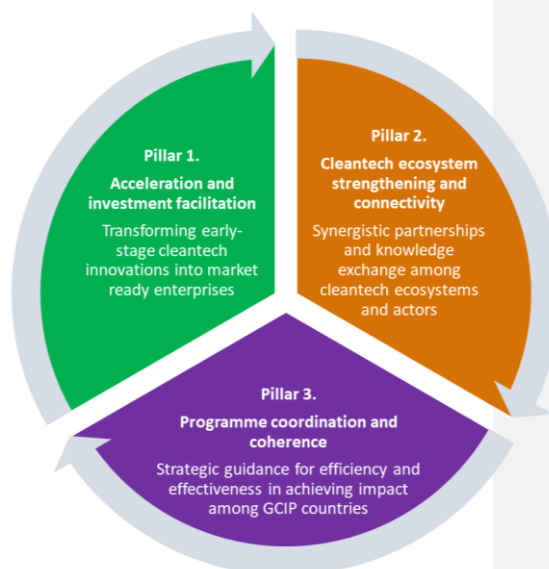


Figure 24: GCIP programmatic pillars

The [country] project consists of three components in line with the three GCIP programmatic pillars:

- **Component 1:** [title]: [short summary of component].
- **Component 2:** [title]: [short summary of component].
- **Component 3: Programme coordination and coherence** – This component focusses on establishing and adopting GCIP standards and methodologies, maintaining the GCIP community and networks, organising extensive advocacy and outreach activities, and monitoring and evaluation.

3.2 Introduction to the M&E Framework

The purpose of this M&E framework is to measure the performance of the GCIP programme in order to strengthen implementation, learn lessons and contribute to the knowledge base as to the effectiveness, efficiency, relevance, sustainability and impact on [insert objectives for country...climate change mitigation, low carbon economic growth and on cleantech innovation.]

The M&E Framework has been developed using a template provided by the GCIP programme and taking into account the GEF and UNIDO reporting and monitoring requirements.

3.3 Theory of Change

[insert diagram and summary theory of change narrative from the project document]

Performance of [project] will be measured at **Impact level** to assess how the programme has contributed to [project's overall objective]. This will be reviewed annually and largely tested at the midterm and final evaluations. Data relating to the impact indicators will be captured as far as possible during programme monitoring, combined with primary data collected at evaluation stages. Changes will be identified and measured in terms of institutional changes and improvements to the ecosystem, along with greenhouse gas emission savings, investment and jobs [edit as necessary]. These changes will be derived from the results framework of the intervention, and will test intended and unintended changes as well as positive and negative ones.

The GCIP methodology for impact assessment will be developed by the GCIP Global child project. This will ensure a common understanding of estimation, tracking and reporting approaches amongst all involved stakeholders and will allow for data aggregation, comparisons and extrapolation at the national and global programme level. The methodology will enable assessment of social, economic, and environmental impacts, and at a minimum, it will account for global environmental benefits (GEBs), job creation, gender mainstreaming, and investment leveraged. The data will be sex-disaggregated and gender-sensitive, and youth participation will also be recorded.

The programme **Outcomes** will be monitored on a regular basis and assessed at mid-term and end term evaluation stages in order to understand how effective, efficient, relevant and sustainable the intervention has been at supporting, accelerating and facilitating investment for cleantech entrepreneurs, in strengthening and connecting the national cleantech innovation ecosystem, and in GCIP programme coordination and coherence. Evaluation criteria will be used such as relevance, effectiveness, efficiency, impact and sustainability. The process taken to deliver the programme will be assessed at mid-term to enable lesson learning and improvements in implementation, and reassessed at end term to track uptake of recommendations.

The programme's **Outputs** are concerned with the results that are necessary in order to lead to the above outcomes, such as transforming early cleantech entrepreneurs into market ready enterprises. Output indicators will be monitored on a regular basis in order to track the changes.

3.4 Results Framework and KPIs

The theory of change has been transposed into a logical/results framework. The results framework of the project gives structure to how its overall goals and objectives are subdivided into components and are linked to planned activities, expected outputs and outcomes and eventual impact. The framework defines and provides information on how, when and by whom data generated by the project will be monitored, captured, documented and shared. An initial framework was included in the project document [insert no.] and has been updated with additional information.

[include any results framework changes here from the project document – what changed and why]

<Populate the expanded Results Framework and KPIs as shown in Appendix B.2.a (in Excel) adding in the new columns shown here – check baseline figures are correct>

Strategy	KPIs/Indicator	Baseline	Target	Means of Verification [DATA SOURCE - How will it be measured?]	FREQUENCY - How often will it be measured?	RESPONSIBLE - Who will measure it?	REPORTING - Where will it be reported?
GCIP Programme Framework							
Impacts – to include:	Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	Data on emission reductions related to clean technology innovations in SMEs not available	1,719,000 to 3,438,000 tCO2e of direct GHG emission savings and 8,595,000 to 17,190,000 tCO2e of indirect GHG emission savings at the end of project implementation	Child Project progress reports	Annually	Project Manager - Global	Annual GEF Programme Report, Mid- Term Evaluation, Terminal Evaluation
	Number of new jobs created or retained associated with cleantech innovations (sex-disaggregated) supported in the programme	Limited number of jobs created	At least 4000 new jobs created/retained (at least 35% women)	Child Project progress reports	Annually	Project Manager - Global	Annual GEF Programme Report, Mid- Term Evaluation, Terminal Evaluation

3.5 Annual Project Workplans

The Annual Project Workplans consist of Component Workplan, Gender and Youth Action Plan, Environmental and Social Management Plan, Stakeholder Engagement Plan, Risk Management Plan and Budget.

The table below presents the key activities in the area of planning, monitoring and evaluation for the 5-year project as a guide. The responsible actor for each key activity is presented in brackets.

	Year 1	Year 2	Year 3	Year 4	Year 5
Planning	Component Workplan (PMU); development of M&E plan, Gender and Youth Action Plan, ESMP, SEP and Risk and results framework (PMU)	Component Workplan revision (PMU); Revision of M&E plan Gender and Youth Action Plan, ESMP, SEP and Risk and results framework (PMU)	Component Workplan revision (PMU); Revision of M&E plan Gender and Youth Action Plan, ESMP, SEP and Risk and results framework	Component Workplan revision (PMU); Revision of M&E plan Gender and Youth Action Plan, ESMP, SEP and Risk and results framework	Component Workplan revision (PMU); Revision of M&E plan Gender and Youth Action Plan, ESMP, SEP and Risk and results framework
Monitoring	Three or Six monthly progress reporting (PMU) Annual Reporting on Impact, Gender, ESMP, SEP and Risk (PMU) Annual PIR (UNIDO)	Three or Six monthly progress reporting (PMU) Annual Reporting on Impact, Gender, ESMP, SEP and Risk (PMU) Annual PIR (UNIDO)	Three or Six monthly progress reporting (PMU) Annual Reporting on Impact, Gender, ESMP, SEP and Risk (PMU) Annual PIR (UNIDO)	Three or Six monthly progress reporting (PMU) Annual Reporting on Impact, Gender, ESMP, SEP and Risk (PMU) Annual PIR (UNIDO)	Three or Six monthly progress reporting (PMU) Annual/Final Reporting on Performance, Impact, Gender, ESMP, SEP and Risk (PMU) Annual PIR (UNIDO)

3.5.1 Component Workplan

<Populate the Component Workplan in Appendix B.2.a (in Excel) for each component as shown in the example here> - **Ensure that the target deliverable of the activity is stated in the description, in accordance with the National Results Framework (e.g. 1 workshop conducted with 30 participants – 30% women speakers)*

Component/Outcome/Output/Activities	YEAR 1											
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12
Project component 1 - Transforming early-stage innovative cleantech solutions into commercial enterprises												
Outcome 1.1 Early-stage cleantech innovation enterprises accelerated towards commercialisation												
1.1.1 GCIP Methodologies, guidelines, tools and training systems for cleantech innovation and entrepreneurship accelerators developed and disseminated to GCIP partner countries												
Develop and deliver 3 sets of criteria for support for GCIP intervention for 1) acceleration; 2) advanced acceleration; and 3) post-acceleration support – including specific methodologies for global competition												
Develop and deliver 1 GCIP tool for assessing the key needs and gaps of accelerator applicants, participants and finalists												
Develop and deliver 1 GCIP Accelerator Guidebook including ideas for gender related awards and focused support												
Develop training modules (3-4 virtual training modules of 1-2 hours each) on advanced acceleration topics such as corporate partnerships, government relationships etc.												

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3.5.2 Risk Management Plan

[Fill in with risks relevant to project on the templates provided– from project document]

3.5.3 Gender and Youth Action Plan

[Fill in with gender aspects relevant to project on the templates provided– from project document]

3.5.4 Stakeholder Engagement Plan

[Fill in with stakeholders relevant to project on the templates provided– from project document]

3.5.5 Environmental and Social Management Plan (ESMP)

[Fill in with environmental and social risks relevant to project on the templates provided– from project document]

3.5.6 Co-financing

[Fill in details of activities undertaken to mobilize co-financing, and the amount mobilized, on the templates provided– from project document]

3.5.7 Budget and Expenditure

[Fill in with the budget relevant to project on the templates provided]

The Annual Workplans are monitored and reported on through the Three- or Six- monthly progress reporting templates (Appendix B.2.a and Appendix B.2.c)

3.6 Roles & Responsibilities

The National Project Coordinator within the Project Management Unit (PMU) will be responsible for continuous monitoring of project activities execution, performance and will track progress towards milestones. The UNIDO project manager will be responsible for tracking overall project milestones and progress towards the attainment of the set project outputs and is responsible for reporting to the GEF.

List each role in the team and their specific responsibilities for monitoring and evaluation. This may include collecting data, checking data, conducting analysis, preparing and reviewing reports, making decisions based on the data, communicating with the global PMU, etc. It may be useful to assign responsibilities for the specific project components to avoid gaps or overlaps. Roles of stakeholders may be included in this table as required.

Role	Responsibilities
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>
<Insert>	<Insert>

3.7 Data Management

Note: For UNIDO, please maintain all records of final reports, data captured using Appendix B 2a, knowledge products and communications collateral.

3.7.1 Data Flow

[Insert a flow chart and description showing how the monitoring data will flow from the place where it is collected up to the PMU and then to the PSC, government and other stakeholders, the global PMU as well as UNIDO and the GEF.]

<Insert text description and diagram of the data flow process >

3.7.2 Storage

<Describe how the data collected will be stored. For example, will it be stored in a spread sheet, database, hard copies, etc. How will it be backed up? How long will it be stored for? Data for different indicators may be stored in different ways>

3.7.3 Analysis

<Describe which software / tools will be used to analyse the data, such as Excel, etc>

3.7.4 Privacy

<Discuss any privacy issues with the data and how they will be addressed. For example, if you are collecting personal/enterprise records how will they be kept confidential, who will have access to them, when will they be destroyed, etc.>

3.8 Annexes to the Child Project M&E Plan

[Add any necessary annexes. As a minimum, this should include the tools (questionnaires, interview guides, procedures etc.) that will be used to measure each indicator.]

4 Appendices to both the Global M&E Framework and the Terms of Reference for National PEEs

Appendix B.2.a

- Results framework and KPIs
- Component Workplan
- Risk Management Plan and monitoring template
- Environmental and Social Management Plan (ESMP) and monitoring template
- Gender and Youth Action Plan and monitoring template
- Stakeholder Engagement Plan and monitoring template
- Co-financing monitoring template
- Budget and Expenditure template

Appendix B.2.c - Progress report template

Appendix B.2.d - Final report template