



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

**Independent Evaluation of the UNIDO's Engagement with the
Private Sector**

Independent Evaluation Unit (IEU)

Office of Evaluation and Internal Oversight (EIO)

Vienna, October 2023

Contents

1. INTRODUCTION	3
2. UNIDO engagement with the private sector	3
3. purpose, SCOPE, and objectives of the evaluation	5
4. Evaluation approach and methodology	6
1. Data collection methods	6
2. Key evaluation questions and criteria.....	7
5. Evaluation process	7
6. Time schedule and deliverables	8
7. Evaluation team composition	8
8. Reporting.....	9
9. Quality assurance.....	9
Annex 1: Job description	11
Annex 2: Outline of strategic evaluation report.....	14
Annex 3: Quality checklist	15
Annex 4: Preliminary list of reference documents/websites	16
Annex 5 Business Sector Partnership Cycle.....	18

1. INTRODUCTION

The Office of Evaluation and Internal Oversight (EIO) will conduct an independent evaluation of UNIDO's Engagement with the Private Sector. This evaluation is part of the approved EIO Evaluation Work Plan 2022-2023¹ and is expected to contribute to the achievement of UNIDO's strategic priorities and objectives, strengthen evidence-based planning and programming, and inform decision-making processes.

UNIDO's mandate for inclusive and sustainable industrial development is anchored in the 2013 Lima Declaration and echoed in the 2030 Agenda for Sustainable Development, which recognizes inclusive and sustainable industrialization as a major driver of sustainable development, particularly through Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". In addition to SDG 9, UNIDO's mandate aligns with many other SDGs (Sustainable Development Goals), including those related to poverty eradication (SDG 1), gender equality (SDG 5), access to clean and affordable energy (SDG 7), job creation (SDG 8), and partnerships for the goals (SDG 17), among others.

Goal 17 highlights the necessity of working in partnerships to mobilize knowledge, expertise, technology, and financial resources to fulfill the SDGs. It calls on the international community to *"Strengthen the means of implementation and revitalize the global partnership for sustainable development."*

In addition, the 2019 Abu Dhabi Declaration² calls for collective actions, multi-stakeholder partnerships, and strengthened international cooperation. It further emphasizes the importance of mobilizing the private sector to support the achievement of Goal 9, and the promotion of inclusive and sustainable industrial development, and underlines the crucial role of UNIDO in providing a platform to coordinate and catalyse initiatives led by, and in partnership with, private sector entities, while encouraging private-sector manufacturers to work together to accelerate the achievement of the SDGs. Member States call upon UNIDO to spearhead these collaborative efforts by private-sector manufacturers through coordination, knowledge-sharing, and targeted support. UNIDO encourages the establishment of a global alliance of private-sector manufacturers for ISID (Inclusive and Sustainable Industrial Development).

2. UNIDO ENGAGEMENT WITH THE PRIVATE SECTOR

Within the context of UN (United Nations) documents and initiatives, the terms "private sector" and the "business sector" seem to be used interchangeably.

The United Nations (UN) does not have a single, universally accepted definition of the private sector. However, various UN agencies and documents provide a broad understanding of the private sector and its role in society:

- United Nations Development Programme (UNDP) defines the private sector as "comprising all economic activities that are not controlled or owned by the state." It encompasses a wide range of entities, including small and medium-sized enterprises (SMEs), multinational corporations, cooperatives, and informal businesses.
- According to the United Nations Conference on Trade and Development (UNCTAD), the private sector refers to "all economic entities that are not government-owned or operated." This definition emphasizes the distinction between public and private ownership and highlights the private sector's role in economic development.

¹ [https://downloads.unido.org/ot/30/47/30476344/Evaluation%20work%20programme%20\(2022-2023\).pdf](https://downloads.unido.org/ot/30/47/30476344/Evaluation%20work%20programme%20(2022-2023).pdf)

² https://www.unido.org/sites/default/files/files/2019-11/UNIDO_Abu_Dhabi_Declaration.pdf

These definitions highlight that the private sector comprises businesses and organizations operating outside of governmental control and ownership. It encompasses diverse economic entities that contribute to economic growth, employment generation, innovation, and the provision of goods and services.

The Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector (Guidelines, UNGC 2015) define the business sector as “either for-profit and commercial enterprises or businesses; or business associations and coalitions (cross-industry, multi-issue groups; cross-industry, issue-specific initiatives; industry-focused initiative); including but not limited to corporate philanthropic foundations.”

The 2017 UNIDO Policy on Business Sector Partnerships defines “business sector” as:

- (i) Individual, for-profit, commercial businesses or companies, including small and medium-sized enterprises (SMEs) and cooperatives, whether national or multi-national;
- (ii) State-owned enterprises to the extent that they behave or operate as commercial businesses or companies;
- (iii) Corporate foundations, directly funded and/or governed by business; and
- (iv) Business associations, trade, and/or industry representations.

United Nations system organizations, international organizations, or intergovernmental institutions solely comprised of member states are not considered private sector entities even if one or several of the above characteristics apply.

Similarly, the UNIDO Policy on Partnerships for Industrial Development also refers to the business sector.

For this evaluation, we have decided to use the term private sector. The evaluation will assess if the current UNIDO definition must be revised.

UNIDO has strategic private sector partnerships with over 100 entities in over 55 countries. In addition, the companies and industry are the main stakeholders in over 600 projects. UNIDO engages with private businesses to build local productive capacity, enhance social inclusion, and promote environmental sustainability. UNIDO’s business partnership approach harnesses the expertise, knowledge, and resources of the private sector to tackle important global industrial development issues.

The main forms of partnership with the private sector are project-based partnerships, Programme for Country Partnerships (PCPs), thematic multi-stakeholder platforms, Investment and Technology Promotion Offices (ITPOs), and Partner Expert Programme.

UNIDO defines “business sector partnership” as a non-commercial collaboration between UNIDO and the business sector that intends to achieve common goals and objectives in the field of inclusive and sustainable industrial development. Private sector partnerships can also involve additional parties, for example, academia, governments and local authorities, NGOs, and intergovernmental organizations. Business sector partnerships can take a variety of forms, inter alia, Programmes for Country Partnership (PCP), thematic multi-stakeholder, and project-based partnerships.

The following are not considered business sector partnerships: co-funding arrangements in the framework of the Global Environment Facility’s funding requirements, business sector sponsorship of UNIDO events, and procurement.

Normally, a private sector partnership is formalized by the signature of an agreement, a memorandum of understanding, or a similar binding instrument. However, collaboration with the private sector may also be recorded through a joint declaration, an aide-mémoire, or an ordinary letter.

Private sector partnerships are anchored in the principles of ownership, additionality, neutrality, transparency, integrity, compliance with environmental, social, and governance standards, as well as equity and respect. UNIDO principles dictate that its collaboration with the private sector should always serve the purposes and principles embodied in the UNIDO Constitution and the United Nations Charter, and it should be undertaken in a manner that maintains and promotes the integrity, impartiality, and independence of the Organization.

In 2013, the UNIDO Evaluation Office conducted an evaluation of the overall UNIDO public-private partnership programme. The primary focus of the evaluation was on selected ongoing partnerships. In addition to the ongoing and new partnerships, the evaluation also assessed the institutional arrangements in support of business partnerships, in particular the Business Partnership Group and key guiding documents, such as the Business Partnership Policy.

It concluded that overall, UNIDO was lacking a coherent and comprehensive strategy towards the business sector, and the results achieved by the business partnership portfolio at the outcome (and impact) level were modest. Contributions from the private sector were often small. The financial and in-kind contributions from private partners amounted to only about 1% of UNIDO's overall technical assistance budget.

The evaluation issued 11 recommendations:

1. Define a comprehensive business partnership strategy.
2. Identify business partners of the current portfolio that match the strategy.
3. Give priority to multi-stakeholder platforms
4. Reflect the collaboration with business partners in the work plans and allocate the required resources.
5. Strengthen the dialogue with programme country governments and donors.
6. Strengthen the in-house advisory services, coordination, and interaction.
7. Review the current definition of business partnerships
8. Develop supplementary guidelines addressing issues missing in the UNIDO Policy on Business Partnerships
9. Strengthen monitoring and evaluation of business partnerships.
10. Establish a community of practice for business partnerships for UNIDO staff
11. Establish a committee to look at the applicability of trust fund agreements.

The relevance of these recommendations will be assessed during the fieldwork.

3. PURPOSE, SCOPE, AND OBJECTIVES OF THE EVALUATION

This is a strategic, forward-looking evaluation to inform UNIDO's management of the status of its private sector strategy development and to identify areas for improvement in partnership governance.

The evaluation will assess UNIDO's overall approach to private sector partnerships and make recommendations for the way forward. It will cover UNIDO's partnerships with the private sector at the global, regional, country, and project levels and a sample of ongoing individual and multi-stakeholder partnerships. It will also synthesize findings from previously conducted evaluations which have covered the performance of individual business partnerships. The evaluation will cover the period from July 2017, i.e., from the promulgation of DGB/2017/07³ to September 2023.

³ https://intranet.unido.org/DGB2017_07_UNIDO_Policy_on_Business_Sector_Partnerships.pdf

The key users of this evaluation will be UNIDO management, Member States, and other partners and stakeholders cooperating with UNIDO, hence, the evaluation has the following main objectives:

- Evaluate the effectiveness of UNIDO's partnerships with the private sector in supporting the organization's goals and objectives.
- Assess the current partnerships with the private sector in the UNIDO, including the types of partnerships, the processes for establishing and managing partnerships, and the benefits and challenges of the partnerships.
- Identify gaps, challenges, and opportunities in UNIDO's partnerships with the private sector and recommend ways to address these issues.
- Identify good practices and success stories in partnerships with the private sector (in UNIDO and UN System) and recommend ways to replicate and scale up these practices.
- Provide strategic, actionable recommendations to improve UNIDO's partnerships with the private sector, including specific actions to be taken, timelines, and responsible parties.

4. EVALUATION APPROACH AND METHODOLOGY

This evaluation will be conducted under the provisions of the Charter of the Office of Evaluation and Internal Oversight⁴ the UNIDO Evaluation Policy⁵, and the UNIDO [Evaluation Manual](#).

The evaluation will use a mixed-methods approach, including both qualitative and quantitative data collection and analysis.

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the partnership programme will be informed and consulted throughout the process.

The evaluation will use a theory of change approach⁶ and 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 assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from activities to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. This analysis will generate lessons learned, which can feed into the design of future private sector approaches.

1. Data collection methods

The following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the partnerships
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the partnerships.
 - Representatives of partners and other stakeholders.
- (c) **Online data collection** methods will be used to the extent possible.
- (d) **Surveys**. An electronic survey will be undertaken to collect various perspectives and information from UNIDO staff and stakeholders.

⁴ [UNIDO \(2020\). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight \(DGB/2020/11, 11 December 2020\).](#)

⁵ [UNIDO. \(2021\). Director General's Bulletin: Evaluation Policy \(UNIDO/DGB/2021/11\)](#)

⁶ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

(e) **SWOT analysis.**

The evaluation team will ensure that the findings are evidence-based. This implies that all perceptions, hypotheses, and assertions obtained in interviews will be validated through secondary filtering and cross-checks by triangulation of sources (a broad range of stakeholders), methods, data, and theories.

The evaluation will consider findings of relevant previous evaluations and assessments (ref. Annex 5 Preliminary list of reference documents/websites) and review evidence of follow-up to recommendations and the use of lessons learned at the organizational level.

2. Key evaluation questions and criteria

The evaluation will use standard UNIDO Evaluation criteria (effectiveness, efficiency, relevance, coherence, impact, and sustainability, corresponding to the six OECD/DAC criteria) as well as cross-cutting criteria, such as gender equality, human rights, social standards, and environmental safeguards to assess the UNIDO's approach to private sector partnerships. The main indicative evaluation questions, which will be further developed in the inception report are:

- 1) Effectiveness: To what extent have UNIDO partnerships with the private sector contributed to results (MTPF, results, results at regional and country level)? Is the UNIDO approach to engagement with the private sector achieving its objectives?
- 2) Efficiency: Does the current approach provide a coherent framework to promote private-sector partnerships? How well are resources being used?
- 3) Relevance: Are the UNIDO business partnerships relevant to the objectives and strategic priorities of UNIDO, its partner countries, and private sector counterparts?
- 4) Impact: What difference do partnerships make? To what extent has the partnership generated significant positive or negative, intended, or unintended, higher-level effects?
- 5) Sustainability: How sustainable are the results achieved through the partnership? How sustainable are partnerships? Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?
- 6) Design and Ownership: How were the partnerships designed? How is the risk managed?
- 7) Cross-cutting issues: To what extent were cross-cutting issues, such as gender, environment, youth, and vulnerable populations considered in the design and implementation of the partnerships?
- 8) What are the approaches and models used by others (other UN agencies?) in partnership with the private sector? What factors influence successful engagement? What are the key factors that make private partnerships work successfully?
- 9) How and what should UNIDO do to better position its engagement with the private sector? What additional modalities should be investigated?

In addition, the evaluation will also assess whether the principles of cooperation between the UN and the private sector⁷ were observed.

5. EVALUATION PROCESS

The evaluation will be conducted from October 2023 to February 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Desk review and data analysis;

⁷ [“Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector” \(2015\).](#)

- 2) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address, taking into consideration the findings and recommendations of the mid-term review;
- 3) Interviews, survey, and literature review;
- 4) Data analysis, report writing, and debriefing to UNIDO staff at the Headquarters; and
- 5) Final report issuance, including Management Action Plans, and publication of the final evaluation report on the UNIDO website.

6. TIME SCHEDULE AND DELIVERABLES

The following schedule and deliverables are expected from the evaluation:

Activity	Responsibility	Estimated month
Preparation of evaluation terms of reference	EIO	September 2023
Identification and recruitment of evaluation team (ET) members	EIO	September 2023
Literature review and preparation of evaluation methodology	ET	October 2023
Inception report	ET	October 2023
Interviews with UNIDO staff and stakeholders; Presentation of preliminary findings to Field stakeholders	ET, supported by EIO	November 2023
Preparation of draft report	ET	December 2023
Presentation of preliminary findings at UNIDO HQ	ET	January 2024
Review of the draft evaluation report, based on stakeholder feedback and submission of final report	ET	January 2024
Finalization and Issuance of the final report	EIO	February 2024

7. EVALUATION TEAM COMPOSITION

The evaluation team comprises:

- 1) One international senior evaluation consultant with strong expertise in private sector engagement, research, and strategy.
- 2) One or two EIO Evaluation staff members.

The tasks of the international senior evaluation consultant are detailed in the job description, attached to these terms of reference (see Annex 2).

All members of the evaluation team must not have been involved in the design and/or implementation, supervision, and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

8. REPORTING

Inception report

These Terms of Reference (ToR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the relevant documentation and initial interviews, the International Consultant will prepare, in collaboration with the team members, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the EIO.

The Inception Report will focus on the following elements: preliminary theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the evaluation team members; people to be interviewed and surveys to be conducted; and a debriefing and reporting timetable⁸.

Evaluation report format and review procedures

The draft report will be delivered to the UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders for factual validation and comments. Any comments, responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. Based on this feedback and the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

A presentation of preliminary findings will take place at UNIDO HQ.

The evaluation report should be brief, to the point, and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns, and present evidence-based findings, consequent conclusions, recommendations, and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved, and be presented in a way that makes the information accessible and comprehensible. The report should include an abstract and an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions, and recommendations should be presented in a complete, logical, and balanced manner. The evaluation report shall be written in English and follow the outline given by the UNIDO Independent Evaluation Unit.

The final report will be cleared by EIO.

9. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Unit. Quality assurance and control are exercised in diverse ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs

⁸ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

regarding findings, lessons learned, and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria outlined in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by the UNIDO Independent Evaluation Unit, which will circulate it within UNIDO.

Annex 1: Job description



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Senior Evaluation Consultant
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria
Start of Contract (EOD):	October 2023
End of Contract (COB):	February 2024
Number of Working Days:	35 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement, and accountability, and provides evidence-based analysis and assessment of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

Under the supervision of the Director, EIO, and Chief IEU, the international senior evaluation consultant will conduct the independent evaluation of UNIDO’s Engagement with the Private Sector. The international senior evaluation consultant will carry out the following duties:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
1. Review relevant documentation and background information (policies and strategies, UN strategies, and general project data).	<ul style="list-style-type: none"> Adjusted table of evaluation questions; Draft list of stakeholders to interview 	8 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Define technical questions and determine key data to be collected; adjust the key data collection instruments as needed. Develop interview guidelines/questionnaire/survey.	<ul style="list-style-type: none"> Preliminary data collection methods and tools and interview guidelines/questionnaires/survey (if applicable) 		
2. Online briefing with UNIDO EIO Preliminary HQ interviews (online) with relevant UNIDO staff	<ul style="list-style-type: none"> Information collected and analysed 	4 days	Home-based
3. Prepare an inception report that streamlines the specific questions to address the key issues in the ToR, specific methods that will be used, and data to collect, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to EIO for clearance 	4 days	Home-based
4. Mission to UNIDO HQ: interviews with UNIDO staff and stakeholders Virtual Interviews with partners	<ul style="list-style-type: none"> Evaluation data collected (incl. surveys, interview notes, and others) 	8 days	Vienna, Austria
5. Debriefing / Presentation of preliminary findings and recommendations to UNIDO management and staff	<ul style="list-style-type: none"> Presentation of preliminary findings 	1 day	Online
6. Evaluation report: <ul style="list-style-type: none"> Prepare draft evaluation report for comments by EIO, and stakeholders; Integrate comments from stakeholders Prepare final draft evaluation report for approval by EIO 	<ul style="list-style-type: none"> Draft report / Final report 	10 days	Home-based
Total		35 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in a field related to development studies, economics, public administration, or business administration.

Technical and functional experience:

- At least 20 years of experience in evaluation and research at the international level is required.
- Experience in evaluating partnerships (with focus on private sector partnerships) and alliances is required.
- Experience in developing and evaluating strategies is required.
- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks.
- Familiarity with gender analysis tools and methodologies is an asset
- Good knowledge of UNIDO activities and working experience within the UN system
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical and drafting skills

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists, and that the consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: Work honestly, openly, and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully, and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, we also owe it to those we serve and who have trusted us to contribute to a better, safer, and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

Annex 2: Outline of strategic evaluation report

Abstract

Contents

Acknowledgements

Abbreviations and acronyms

Executive summary

1. Introduction
 - 1.1 Evaluation Purpose
 - 1.2 Evaluation Objectives and Scope
 - 1.3 Theory of Change
 - 1.4 Methodology
 - 1.5 Limitations
2. Background and Context of Private Sector Partnerships in UNIDO and Beyond
3. Findings
 - 3.1 Stocktake
 - Existing Partnerships
 - Governance
 - Current Value Proposition
 - 3.2 Benchmarking
4. Conclusions and Recommendations
 - 4.1 Conclusions
 - 4.2 Recommendations and Management Response
5. Lessons Learned
6. Annexes
 - Annex 1: Evaluation Terms of Reference
 - Annex 2: Evaluation Framework / Matrix
 - Annex 3: List of Documentation Reviewed
 - Annex 4: List of Stakeholders Consulted
 - Annex 5: Project Theory of Change / Logframe
 - Annex 6: Primary Data Collection Instruments
 - Annex 7: Survey / Questionnaire
 - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 3: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete, and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings, substantiated by evidence, and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating of 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.</p>			

Annex 4: Preliminary list of reference documents/websites

- UNIDO (2023). Annual Report 2022.
- UNIDO (2022). Annual Report 2021.
- UNIDO (2021). Annual Report 2020.
- UNIDO (2020). Annual Report 2019.
- UNIDO (2019). Annual Report 2018.

- UNIDO (2019). Abu Dhabi Declaration. UNIDO 18th General Conference, 3-7 November 2019, Abu Dhabi, United Arab Emirates.
- UNIDO (2017). Medium-term programme framework, 2018-2021 (IDB.45/8/Add.2, 12 May 2017).

- UNIDO (2023). Terms of Reference of the Operations Committee (DGB/2023/07).
- UNIDO (2023). Terms of Reference of the Leadership Board (DGB/2023/06).
- UNIDO (2022). The UNIDO Secretariat Structure 2022 (DGB/2022/19).
- UNIDO (2022). Interim arrangements for the programme and project formulation and approval function and technical cooperation programme/project revisions, budget revisions, and extensions including funds availability controls (DGB/2022/20).
- UNIDO (2019). UNIDO Policy on Partnerships for Industrial Development (DGB/2019/08).
- UNIDO (2018). The UNIDO Policy on the Programme for Country Partnership (DGB/2018/04).
- UNIDO (2017). The Policy on Business Sector Partnerships (DGB/2017/07).
- UNIDO (2017). The Environmental and Social Safeguards Policy and Procedures (AI/2017/04);
- United Nations development system reform. IDB.50/11-PBC.38/11

Evaluation guidance documents

- UNIDO. (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021)
- UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019)
- UNIDO (2023). UNIDO Evaluation Manual.
- UNIDO (2018). UNIDO Evaluation tools. Guidance for integrating gender in evaluations of UNIDO projects and programmes (prepared by the UNIDO Independent Evaluation Division, August 2018, Rev.1).
- UNIDO (2023). UNIDO Evaluation tools. Guidance for preparation of an evaluation inception report (prepared by the UNIDO Independent Evaluation Division, August 2018).
- OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.

Past UNIDO evaluations

- UNIDO (2023). Evaluation Report on Synthesis of UNIDO Independent Evaluations 2018-2022.
- UNIDO (2023). Evaluation of the UNIDO Programme for Country Partnership (PCP) framework.
- UNIDO (2017). Evaluation report on UNIDO's Partnerships with Donors.
- UNIDO (2014). Evaluation report on UNIDO's Public-private partnerships.

UN System Evaluations

- FAO (2019). Evaluation of the FAO Strategy for Partnerships with the Private Sector.
- UNHCR (2019). Evaluation of UNHCR's Engagement with the Private Sector.

Joint Inspection Unit

- JIU (2017). The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2017/8).

UNIDO Intranet

https://intranet.unido.org/intra/Business_Partnerships

https://intranet.unido.org/intra/Legal_and_Compliance_Resources

https://intranet.unido.org/intra/Legal_Documents/Agreements/Arrangements_concluded_by_UNIDO

https://intranet.unido.org/intra/Legal_Documents/Agreements_with_commercial_entities

Websites

<https://www.unido.org/business-sector>

<https://www.unido.org/programme-country-partnership>

<https://sdgs.un.org/2030agenda>

<https://unsdg.un.org/resources/united-nations-sustainable-development-cooperation-framework-guidance>

Annex 5 Business Sector Partnership Cycle



