

eio

independent
evaluation

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

May 2024

OBJECTIVES



EVALUATE
effectiveness of UNIDO's PSPs



ASSESS
the current portfolio of PSPs in UNIDO



IDENTIFY
gaps, challenges, and opportunities



FIND
Good practices and success stories



PROVIDE
strategic, actionable recommendations

SCOPE

This evaluation assessed UNIDO's overall approach to private-sector partnerships (PSPs) and their contribution to UNIDO's goals.

METHODOLOGY



DESK REVIEW



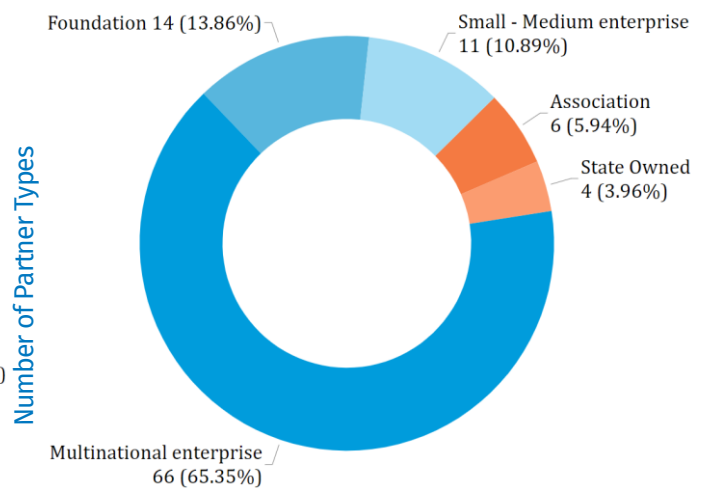
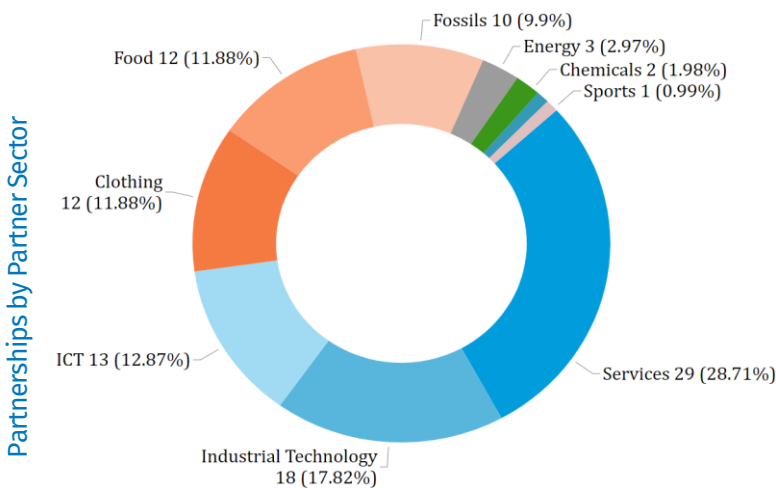
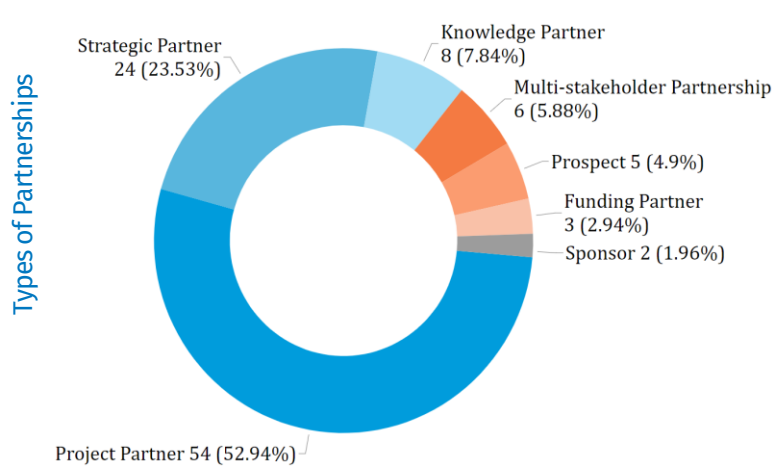
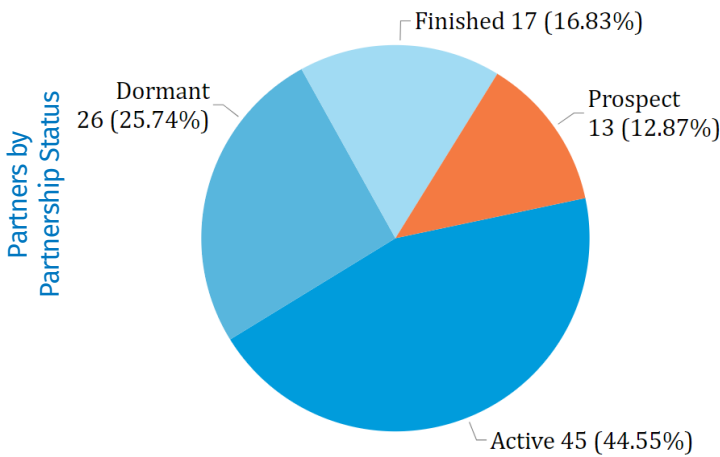
22 INTERVIEWS AND 2 FOCUS GROUPS: with individuals with knowledge about the initiation and/or management of PSPs

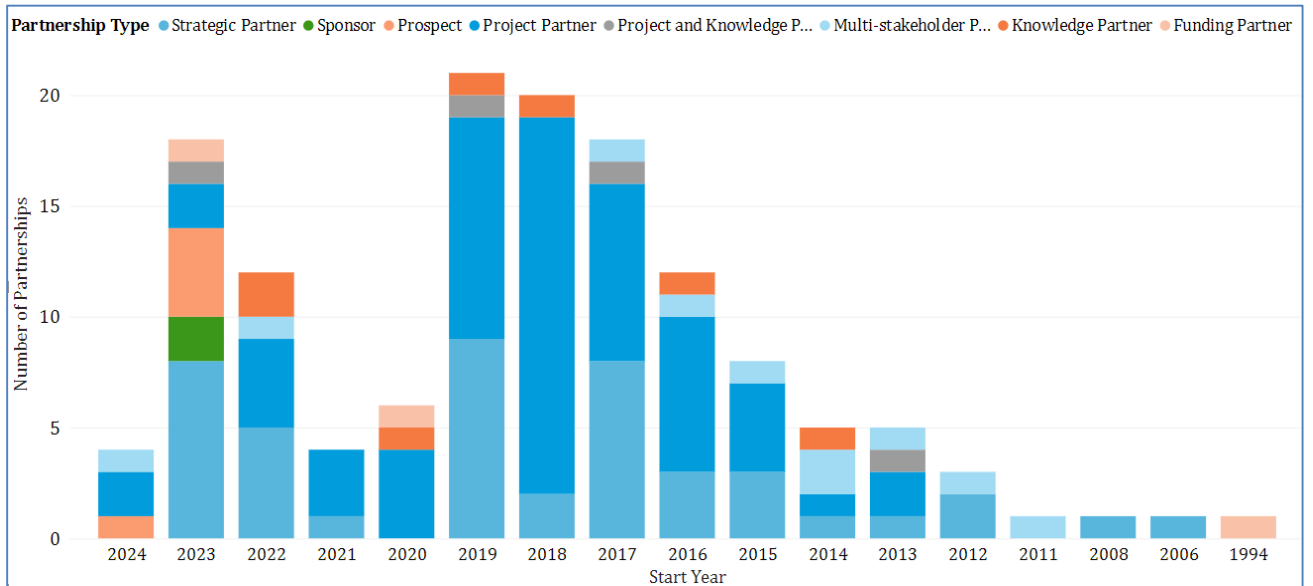


PORTFOLIO ANALYSIS



SURVEY among UNIDO staff with direct or indirect experience in initiating and managing partnerships: 51 respondents





KEY FINDINGS

1. UNIDO's private sector partnerships align with beneficiaries' needs, global priorities, and partners' policies.
2. A coherent strategy linking partnership objectives to UNIDO's priorities is absent.
3. Existing policy frameworks do not fully capture the diverse nature of UNIDO's private sector engagements.
4. Risks associated with private sector engagement are acknowledged but not formalized in a strategy.
5. Initiation processes for partnerships combine bottom-up and top-down approaches, leading to inefficiencies.
6. While completed projects have long-term benefits, UNIDO lacks systematic monitoring of sustained partnership results, partner transformations, upscaling/replication, and fails to formally account for gender equality, human rights, and environmental and social safeguards in private-sector partnerships.

KEY CONCLUSIONS

Relevance:

- UNIDO's private sector partnerships and their objectives are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies

Coherence:

- Lack of a coherent strategy to link partnership objectives with UNIDO's priorities.
- Existing policy frameworks do not fully capture the diverse nature of UNIDO's private sector engagements.

Efficiency:

- Tools and processes exist for private-sector partnerships but lack organizational clarity, alignment and optimization.
- Initiation processes blend bottom-up and top-down approaches, possibly leading to inefficiencies.

Sustainability:

- Some partnership results have been sustained through continued private sector engagement or replication/upscaling.
- However, there is no systematic monitoring of sustainability of the results of partnerships.

RECOMMENDATIONS

1. Develop a UNIDO private sector partnership strategy or framework. Outline the value the proposition for transformational partnerships.

2. Update UNIDO's policy framework. Define risk appetite, develop partnership models, tools for risk management, prescreening, and monitoring.

3. Build a partnership culture via communication, training, and knowledge sharing. Provide clear guidance on UNIDO's priorities.

4. Revise initiation of partnerships to minimize the silos and focus on goal-driven partnering. account for gender equality and empowerment of women, human rights, and environmental and social safeguards.

5. Implement relationship management system, monitor outcomes, impact and sustainability of partnerships.

