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INDUSTRIAL DEVELOPMENT ORGANIZATION



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Third Industrial Development Decade for Africa – IDDA III 2016-2025

Independent Strategic Evaluation

Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT
INDEPENDENT EVALUATION UNIT**

**Independent Strategic Evaluation of
Third Industrial Development Decade for Africa – IDDA III
2016 - 2025**



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, September 2024

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Abstract

This report presents the independent strategic evaluation of the Third Industrial Development Decade for Africa (IDDA III), an initiative launched by the United Nations General Assembly to promote inclusive and sustainable industrial development (ISID) across Africa from 2016 to 2025. The initiative, led in its execution by UNIDO, aimed to overcome hindrances to ISID in Africa, including limited economic diversification, weak physical and economic infrastructure development, and shortages in human capital, among others. IDDA III leveraged strategic partnerships with the African Union, regional economic communities, and various international stakeholders to achieve its goals.

The evaluation focused on the implementation and outcomes of IDDA III, assessing its effectiveness, efficiency, relevance, coherence, sustainability, and impact on Africa's industrial development journey. The findings reveal that IDDA III has significantly contributed to raising political commitment and mobilizing resources for Africa's industrialization. Through high-level advocacy, technical cooperation, and capacity-building initiatives, IDDA III has supported the development of industrial policies, enhanced institutional capacities, and facilitated the creation of industrial infrastructure. However, its implementation has been hindered by several challenges, including a lack of effective coordination, weak knowledge management, and limited funding.

The evaluation concluded that IDDA III has been a relevant programme for inclusive and sustainable industrial development (ISID) in Africa, and it is also coherent with existing major flagship frameworks. However, IDDA III fell short of its full potential due to the challenges faced in its implementation. The specific recommendations derived from the findings and conclusions include a need for better resource allocation to the coordination of future similar initiatives, the creation of a database for knowledge management, and a need for a programmatic approach in future initiatives. Moreover, the design of a potential successor to IDDA III should be radically different. It should follow the ECOSOC Guidelines for International Decades by allowing sufficient time between the proclamation of the decadal plan and the start of its implementation. It should also be framed within an enhanced African ownership, stronger governance and coordination, enhanced resource mobilization, and a robust monitoring and evaluation framework.

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Abbreviations and Acronyms

Abbreviation	Meaning
AfCFTA	African Continental Free Trade Agreement
AfDB	African Development Bank
Afreximbank	African Export-Import Bank
AIDA	Accelerated Industrial Development of Africa
ARSO	African Organisation for Standardisation
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency-New Partnership for Africa's Development
BADEA	Arab Bank for Economic Development in Africa
BRICS	Brazil, Russia, India, China and South-Africa
CAAPs	Common African Agro-Parks
CAADP	Comprehensive African Agriculture Development Programme
CAIP	County Aggregation and Industrial Parks
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease 2019
DFI	Development Finance Institution
DAC	Development Assistant Committee
EAC	East African Community
EaIF	Emerging Africa Infrastructural Fund
ECCAS	Economic Community of Central African States
ECOSOC	United Nations Economic and Social Council
EIB	European Investment Bank
EIO	Evaluation and Internal Oversight
EU	European Union
FAO	Food and Agriculture Organization
FOCAC	Forum on China-Africa Cooperation
FDI	Foreign Direct Investment
GDP	Gross Domestic Products
GEF	Global Environment Facility
IAIP	Integrated Agro-Industrial Park
IDDA	Industrial Development Decade for Africa
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
ILO	International Labour Organization
IOM	International Organisation for Migration
ISID	Inclusive and Sustainable Industrial Development
ITC	International Trade Centre
ITU	International Telecommunication Union
JICA	Japan International Cooperation Agency
KII	Key Informant Interview

KPIs	Key Performance Indicators
LDC	Least Developed Country
LISEC	Leather Initiative for Sustainable Employment Creation
MAPs	Management Action Plans
M&E	Monitoring and Evaluation
MLF	Multilateral Fund
MSP	Multi-stakeholders Partnership
MTR	Mid-Term Review
MVA	Manufacturing Value Added
OECD	Organisation for Economic Cooperation and Development
OSAA	Office of the Special Adviser on Africa
PBC	Programme Budget Committee
PCP	Programme for Country Partnerships
PESTEL	Political, Economic, Social, Technological, Environment and Legal
REC	Regional Economic Community
SADC	Southern African Development Community
SEZ	Special Economic Zones
SDG	Sustainable Development Goal
SG	Secretary General
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOC	Theory of Change
TOR	Terms of Reference
TICAD	Tokyo International Cooperation on African Development
UMA	Arab Maghreb Union
UN OSAA	United Nations Office of the Special Adviser on Africa
UNCTAD	United Nations Conference on Trade and Development
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNGA	United Nations General Assembly
UNIDO	United Nations Industrial Development Organization
UNOHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
WACOMP	West African Competitiveness Programme
WAHO	West Africa Health Organisation
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

Executive Summary

The United Nations General Assembly (UNGA) initiated the Third Industrial Development Decade for Africa (IDDA III) in July 2016, through the adoption of resolution A/RES/70/293. IDDA III aims to foster Inclusive and Sustainable Industrial Development (ISID) across Africa by addressing key challenges such as limited economic diversification, inadequate infrastructure, and a weak enabling environment for private sector growth. IDDA III was implemented as a multi-stakeholder initiative involving the African Union Commission (AUC), African Union Development Agency - New Partnership for Africa's Development (AUDA-NEPAD), United Nations Economic Commission for Africa (UNECA) and others, with the United Nations Industrial Development Organization (UNIDO) as a lead technical implementing partner.

This independent strategic evaluation, included in the 2024-2025 Evaluation work plan of the UNIDO Office of Evaluation and Internal Oversight (EIO), assessed UNIDO's work on IDDA III regarding its implementation and the extent to which expected results have been achieved. The evaluation provides inputs for UNIDO management and relevant stakeholders on the success of IDDA III and to inform the development of a potential successor initiative.

This **evaluation covered** the period from **2016** to **2024** and used standard UNIDO evaluation criteria, guidelines and policies. The evaluation focused on strategic aspects of IDDA III including achievement of stated objectives, stakeholders' efforts, and challenges encountered in the implementation of IDDA III.

Key Findings

Overall assessment: IDDA III is a relevant programme that achieved some positive outcomes, but with flaws in its design. The design of IDDA III attempted to overcome problems identified in the implementation of IDDA II, by involving a wide range of stakeholders from the early stages. However, joint ownership and consistent engagement with IDDA III proved challenging. Notwithstanding, IDDA III remains relevant and coherent with key continental and global frameworks, notably the African Union (AU) Agenda 2063 and the UN 2030 Agenda for Sustainable Development. Moreover, this evaluation found that the six strategic objectives of IDDA III were not sufficiently translated into measurable and objective targets and indicators.

Value-added: Africa's economic growth and industrial output did not see significant changes during the IDDA III period compared to previous years. The evaluation found primary progress and value-added during IDDA III to be in successfully raising awareness about the importance of ISID in Africa and placing industrialization high on the political agenda. Among other things, respondents noted that UNIDO has leveraged its institutional capacity to organize and/or support high-level advocacy efforts related to Africa's ISID. These efforts include the Africa Industrialization Day/Africa Industrialization Week, the IDDA III Focal Points initiative, and high-level events at the UNGA.

Visibility and ownership: This evaluation found rich and extensive documentation related to IDDA III. However, this initiative has poor name recognition among stakeholders and its framing of IDDA III as a stakeholder-driven initiative similar to the SDGs is not well understood by many. Moreover, divergent stakeholder perceptions and expectations may

have contributed to limited stakeholder engagement with IDDA III. This would suggest that IDDA III ownership is rather weak.

Governance and funding: Although UNIDO made commendable efforts, IDDA III implementation faced a major coordination challenge. The Joint Roadmap prescribed two main implementation organs: the Steering Committee and the Expert Working Group. However, the Steering Committee was not functionalized while the Expert Working Group was nominally and functionally substituted with the Focal Points Initiative that brought together focal points from the various implementation partners. As a coordination platform, the Focal Points Initiative was more active in the initial implementation stages than it was at the time of this evaluation. Moreover, the lack of a multi-stakeholder Joint Secretariat and the absence of sufficient dedicated funding for IDDA III implementation hindered the programme's effectiveness.

Knowledge management: This evaluation did not find evidence of a repository of information on IDDA III. Thus, despite the broad array of documentation, critical information about IDDA III progress and achievements remains obscure. Some key information regarding IDDA III, including the contact details of focal points, was not completely up to date, a factor that may have led to challenges in communication and coordination.

Technical assistance and cooperation: UNIDO's technical support for ISID in Africa increased significantly during IDDA III. A partial mapping identified over 700 joint events, advocacy efforts, and other joint activities/programmes with international partners and Development Finance Institutions.

Key Conclusions

This evaluation concluded that IDDA III has been a relevant programme for inclusive and sustainable industrial development in Africa. It is also coherent with major flagship frameworks including the AU Agenda 2063, UNIDO mandate, and the United Nation's 2030 Agenda for Sustainable Development.

This evaluation found that IDDA III delivered notable outcomes across its strategic objectives, but it was most successful under its Strategic Objective 1, that is, raising awareness and maintaining Africa's industrialization Africa high on the political and developmental agenda. The progress made in this Strategic Objective came through extensive documentation, advocacy activities and high-level meetings and fora. Implementation of the IDDA III Champions Initiative, the Focal Groups Initiative and the organization of the Africa Industrialization Summit, during which the AU Champion for ISID and Productive Transformation was appointed, are especially noteworthy.

IDDA III fell short of its full potential due to various challenges, including lack of strong coordination, sustained ownership, weak knowledge management, logistical and structural challenges arising from the creation of large portfolios within stakeholders, poor name-recognition of IDDA III among stakeholders, and limited financial resources devoted to IDDA III implementation within UNIDO.

A summary of the strengths, weaknesses, opportunities and threats of IDDA III is as follows:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relevance and coherence of IDDA III: The programme aligns with key continental and global frameworks. • Broad stakeholder engagement: Efforts were made to involve a wide range of stakeholders from the early stages of the programme. • Increased ISID awareness: IDDA III succeeded in elevating Africa’s Inclusive and Sustainable Industrial Development (ISID) on the political agenda. • Institutional advocacy: Establishment of high-level advocacy platforms, including the IDDA III Focal Points Initiative and the Africa Industrialization Summit. • Growth of technical support: Significant increase in technical assistance for ISID from UNIDO and international partners • Rich documentation: Rich and extensive documentation on IDDA III and other aspects of ISID in Africa (e.g. the first Africa Industrialization Index). 	<ul style="list-style-type: none"> • Weak visibility and stakeholder ownership: Despite efforts, there was poor name recognition for IDDA III and weak ownership by stakeholders. • Coordination challenges: The absence of a Joint Secretariat hindered coordination between stakeholders and international development platforms. • Limited financial resources: IDDA III lacked dedicated funding, which significantly affected its implementation. • Weak knowledge management: Despite availability of extensive documentation, the lack of an IDDA III database hindered effective knowledge management. • Limited technical capacity: Many African stakeholders, including RECs and the AUC, faced staffing challenges, particularly in industrialization, leading to inadequate implementation of policies and initiatives.
Opportunities	Threats
<ul style="list-style-type: none"> • Youthful demographic: Harnessing the growing young population through education and skill development. • Rich natural resources: Leveraging resources for industries such as mining, energy, and agro-processing. • Manufacturing growth: Increasing focus on manufacturing exports and industrial diversification. • Economic resilience: Strong post-COVID recovery and high GDP growth rates. • Rising intra-African trade: AfCFTA prospects enhancing market integration and trade. • Policy initiatives: Implementation of national policies, SEZs, and industrial parks to promote FDI and several cognate policies, plans and programmes. 	<ul style="list-style-type: none"> • Economic vulnerabilities: Vulnerability to global economic fluctuations, commodity price shocks and other emerging global challenges such as health crises and climate change. • Political instability: Pockets of ongoing political instability deters investment and industrial growth. • Infrastructural and financial deficits: Significant gaps in transportation, energy, and digital infrastructure coupled with limited access to finance. • Gaps in education and skills: Gender gaps and low human capital development impact workforce skills. Skills mismatch with industry needs. • Low per capita GDP: Despite growth, Africa's per capita GDP remains the lowest among world regions.

Key Recommendations

The evaluation recommends that UNIDO consider the following actions to enhance the effectiveness and efficiency of future initiatives within the framework of its ISID agenda and in alignment with ongoing stakeholder relations. These recommendations are detailed further in the corresponding section of this report.

Recommendation 1: If IDDA III were to continue to serve as a priority or flagship, then the coordinating role within UNIDO would need to be stronger and more functional.

- UNIDO should allocate adequate resources, personnel and skills to both coordinate the various IDDA III stakeholders as well as to serve as a knowledge manager.
- The next IDDA should ensure the setting of specific, measurable, achievable, realistic and time-bound (SMART) targets.
- UNIDO should ensure enhanced ownership and commitment from the AUC before starting a subsequent IDDA. AUC should be in the driver's seat of a potential IDDA IV, as a pre-requisite.

Recommendation 2: As a matter of priority, UNIDO should spearhead the creation of an IDDA III database to enhance improved documentation of progress and milestones, tracking the targets, and offering a clear sense of what is needed to ensure IDDA III achieves its objectives.

- The scope of the database should be specific to its purpose to avoid unnecessary complexity and ensure timely responses from input providers.
- The architecture should align with its purpose and scope, be user-friendly, and incorporate efficient data processing software to facilitate decision-making and information exchange.

Recommendation 3: UNIDO should further integrate its scattered interventions and take a programmatic approach in subsequent initiatives.

- Incorporate the PCP approach and its features into the possible next phase of IDDA.
- The PCP is currently concentrated in the East, West and North of Africa, possibly reflecting advocacy deficit in the other regions. This raises the need to proactively advocate for more PCPs in these regions.
- UNIDO should facilitate the process of identifying lead agencies, organizations or development partners in each strategic area, who will lead activities in that area.
- The lead agencies should be coordinated through regular communication, to synergize the impressive number of programmes and projects implemented in the same strategic areas in several individual countries and regions.

Management Action Plans (MAPs)

Finding/issue/Recommendation:	
<p>Recommendation 1: If IDDA III were to continue to serve as a priority or flagship, then the coordinating role within UNIDO would need to be stronger and more functional.</p> <ul style="list-style-type: none"> • UNIDO should allocate adequate resources, personnel and skills to both coordinate the various IDDA III stakeholders as well as to serve as a knowledge manager. • The next IDDA should ensure the setting of specific, measurable, achievable, realistic and time-bound (SMART) targets. • UNIDO should ensure enhanced ownership and commitment from AUC before starting a subsequent IDDA. AUC should be in the driver seat of a potential IDDA IV, as a pre-requisite. 	
Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> • Prepare a new project document for the implementation of IDDA III, covering the remaining period plus an additional year, and request RPTC/SRA funding. This will ensure a proper closure of IDDA III, including a comprehensive knowledge-sharing component. • Convene at least four consultative meetings with IDDA III stakeholders to ensure ongoing collaboration and alignment on objectives. • Engage in consultations with ECOSOC to clarify the necessary steps and procedures for the proclamation of a new IDDA, ensuring a smooth and timely process. • Commit to adhering to ECOSOC Guidelines for International Decades, ensuring adequate time between the proclamation and the start of the new Decade. This will allow for the development of a comprehensive Programme of Action, complete with SMART targets, to guide the future IDDA. • Obtain a high-level joint decision with AUC on the negotiation roadmap for the successor to IDDA III, with clearly defined roles, responsibilities, and resources.
Responsibility	GLO/RFO/AFR in cooperation with NYO
Timing	Q1 2025

Finding/issue/Recommendation:	
<p>Recommendation 2: As a matter of priority, UNIDO should spearhead the creation of an IDDA III database to enhance improved documentation of progress and milestones, tracking the targets, and offering a clear sense of what is needed to ensure IDDA III achieves its objectives.</p> <ul style="list-style-type: none"> • The scope of the database should be specific to its purpose to avoid unnecessary complexity and ensure timely responses from input providers. • The architecture should align with its purpose and scope, be user-friendly, and incorporate efficient data processing software to facilitate decision-making and information exchange. 	
Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> • Approve the development of an IDDA Database as a key component of the African Industrial Observatory (AIO) and take the lead in driving its creation, ensuring it supports informed decision-making and progress tracking for industrial development in Africa. • Mobilize the necessary resources (estimated at USD 500.000) for the development and operationalization of the IDDA III Database, ensuring its sustainability and functionality. • Implement the IDDA III Database project within the framework of the African Industrial Observatory (AIO), integrating it as a vital tool for monitoring and supporting industrial growth across the continent.
Responsibility	GLO/RFO/AFR in cooperation with IT and SPP/IPS
Timing	Q4 2025

Finding/issue/Recommendation:	
<p>Recommendation 3: UNIDO should further integrate its scattered interventions and take a programmatic approach in subsequent programmes.</p> <ul style="list-style-type: none"> • Incorporate the PCP approach and its features into the possible next phase of IDDA, and, hence, ensure equitable expansion of PCPs. • The PCP is currently concentrated in the East, West and North of Africa, possibly reflecting advocacy deficit in the other regions. This raises the need to proactively advocate for more PCPs in these regions. • UNIDO should facilitate the process of identifying lead agencies, organizations or development partners in each strategic area, who will lead activities in that area. • The lead agencies should be coordinated through regular communication, to synergize the impressive number of programmes and projects implemented in the same strategic areas in several individual countries and regions. 	

Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> • Following the future UNIDO Country Programming approach, advocate for the inclusion of the PCP approach throughout the negotiation process, ensuring its full integration into both the resolution and the Programme of Action for the next phase of IDDA. • Increase awareness of the PCP model in Central and Southern Africa by actively engaging with governments, regional organizations such as SADC and ECCAS, and key development partners. • Develop a comprehensive programmatic framework to streamline and coordinate interventions across each key action area of the UNIDO Strategy for Africa. • Implement the African Union Summit action plan on industrialization.
Responsibility	GLO/RFO/AFR
Timing	Q4 2025

1 INTRODUCTION

This report outlines the findings of the independent strategic evaluation of The Third Industrial Development Decade for Africa (IDDA III). The evaluation was conducted by UNIDO, to assess the initiative's effectiveness, efficiency, relevance, coherence, sustainability, and impact on Africa's inclusive and sustainable industrial development (ISID).

This strategic evaluation was included in the approved EIO Evaluation work plan 2024-2025. The evaluation was carried out between April and September 2024 by a core team of two independent evaluators comprising an international evaluation consultant and an evaluation officer from the UNIDO Office of Evaluation and Internal Oversight (EIO).

1.1 Evaluation purpose and scope

The **purpose** of this evaluation is to assess the implementation of IDDA III and the extent to which its expected results have been achieved. The **key users** of the evaluation will be the United Nations Industrial Development Organization (UNIDO), the African Union Commission (AUC) and its Member States, the Regional Economic Communities (RECs), the African Union Development Agency - New Partnership for Africa's Development (AUDA-NEPAD), and the United Nations Economic Commission for Africa (UNECA). It is also relevant to other IDDA III partners including UN entities, Development Finance Institutions (DFIs) and International Financial Institutions (IFIs). While building on the findings and recommendations of the Mid-term Review (MTR), the evaluation aims to generate findings, draw lessons, and provide a set of useful recommendations that could be used to inform the development of a potential successor initiative.

The **scope** of the evaluation is the overall IDDA III initiative over the period from 2016 to 2024. The evaluation is not a detailed assessment of the performance of individual projects, programmes or interventions, but it focuses on strategic aspects including response to the stipulation of the IDDA III resolution, achievement of stated objectives, stakeholder efforts and initiatives in support of Africa's ISID, and challenges encountered in the implementation of IDDA III.

1.2 Objectives

The specific **objectives** of the evaluation are to:

- Conduct a comprehensive assessment of the progress made during the IDDA III period in responding to the nine stipulations contained in the resolution and in achieving the stated strategic objectives set out in the IDDA III Programme (Joint Roadmap).
- Examine the contributions of various stakeholders in support of Africa's industrialization, innovation, and the overall socio-economic development of African countries during the period. The primary stakeholders will include the implementing partners UNIDO, AUC, AUDA-NEPAD and UNECA.

- Identify challenges, gaps and constraints faced during the implementation of IDDA III, proposing pragmatic solutions to address these issues, and enhance the overall effectiveness of future initiatives.
- Identify best practices and lessons learned from the implementation of IDDA III.
- Provide recommendations to feed into negotiations at UNGA for a potential successor IDDA IV.

1.3 Theory of change

The Evaluation Team did not find an explicit intervention logic or theory of change (TOC) for the implementation of IDDA III in any of the project documents reviewed. The evaluation used information in the Joint Roadmap and available secondary sources to reconstruct a provisional theory of change. The IDDA III Joint Roadmap provides information that suggests an intervention logic for IDDA III, in reference to the design principles of IDDA III set out in UNGA Resolution 70/293.¹

These principles describe four critical issues for the successful implementation of IDDA III, including:

- a) ensuring government ownership and leadership as success will depend on a clear vision, commitment and resolve on the part of African Governments;
- b) strengthening an enabling business environment that includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies and market institutions;
- c) prioritizing sectors that have high potential for growth and which can meaningfully contribute to the alleviation of poverty; and
- d) building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources.

The Evaluation Team combined this information with insight gathered from the UNIDO IDDA III Roadmap to develop a TOC which depicts the pathways and connections from activities to outputs, outcomes and impact (Figure 1).

This evaluation assessed the extent to which the outputs and outcomes have been realized, subject to a set of key assumptions, namely:

- Shared vision of industrialization by relevant stakeholders
- Strong political will demonstrated by a commitment from world leaders for an industrially advanced Africa
- High-level buy-in by countries, with a willingness to strengthen policymaking capacity, data access, and utilization
- Commitment to implement infrastructure development plans by countries, with strong partnerships from the private sector and other actors
- Open and effective communication strategies developed to propagate IDDA III among stakeholders
- Diverse and attractive investment opportunities in African countries, along with the capacity to mobilize required resources

The TOC was shared widely during the inception phase. The feedback received and the expert opinion of the Evaluation Team suggests that it is an appropriate depiction of the

¹ IDDA III Joint Roadmap (2019), p. 42.

contribution of IDDA III to ISID in Africa. This is to be expected since the TOC was constructed in retrospect.

However, the lack of a logframe or TOC during the development and implementation of IDDA III posed challenges. Without these tools, it was difficult to systematically track progress, measure outcomes, and assess the effectiveness of interventions. While the Joint Roadmap has a clear set of objectives and strategic actions, the lack of predefined indicators and benchmarks, which would have been included in a logframe and TOC, made it difficult to continuously quantify progress and determine whether the strategic objectives were being met.

1.4 Methodology

The evaluation was implemented in accordance with the relevant UNIDO evaluation guidelines and policies, including the Norms and Standards for Evaluation in the UN System², Charter of the Office of Evaluation and Internal Oversight, the UNIDO Evaluation Policy³, the UNIDO Evaluation Manual⁴, and the terms of reference (TORs) developed by the EIO in consultation with the relevant stakeholders (Annex I).

The evaluation was carried out as an independent, in-depth exercise but the Evaluation Team used a participatory and consultative approach whereby all key parties associated with IDDA III, in particular UNIDO, AUC, AUDA-NEPAD, UNECA and the RECs were informed at the inception phase and consulted throughout the process.

The Evaluation Team used a reconstructed theory of change (Figure 1) to assess inputs, outputs and outcomes of IDDA III.⁵ Data was collected by mixed methods from a range of sources and informants to address key questions outlined in the Evaluation Matrix (Annex II), following the standard criteria of relevance, coherence, efficiency, effectiveness, sustainability, and progress to impact.⁶ Cross-cutting issues were also assessed including gender mainstreaming and environmental and social safeguards. Specific questions were also asked in relation to governance, ownership, and stakeholder contributions and value-added of IDDA III.

The use of multiple data sources allowed triangulating the data and information, to ensure the validity and credibility of the findings and the production of tangible evidence to support them. Data was collected through the following means:

- i. A desk review of secondary data including published literature, documents and databases related to IDDA III and more broadly to industrialization in Africa was conducted. Specifically, the focus of the review were background information and documents obtained from the UNIDO Regional Division for Africa, other relevant personnel and reliable internet sources (Annex III).
- ii. Of the 49 individuals initially contacted, 13 key informant interviews (KIIs) were conducted online with key personnel across relevant stakeholders who have

² OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.

³UNIDO Evaluation Policy, Director General's Bulletin DGB/2021/11

⁴<https://www.unido.org/resources/evaluation-and-internal-oversight/evaluation/resources/manual>

⁵ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

⁶According to the OEDC/DAC criteria for development evaluations. See <https://web.archive.org/temp/2024-05-13/81829-daccriteriaforevaluatingdevelopmentassistance.htm> and the UNIDO Evaluation Manual.

- been involved in the design and implementation of IDDA III programmes, projects and initiatives (Annex IV).
- iii. Of the 20 UNIDO Country Representatives contacted, four interviews were conducted with some representatives from Eastern, Western and Southern Africa (Annex IV).
 - iv. A survey of relevant stakeholders was conducted over three weeks in July and August 2024. The respondent list was drawn from a collection of the list of participants at various IDDA III-related events between 2016 and 2023. The instruments used for the survey and KII are included in Annex V.

The data collection followed internationally recognized ethical standards for research and evaluation. In particular, interviews and the survey provided sufficient background information to elicit the informed and voluntary consent of respondents. The Information gathered has been kept anonymous and confidential, such that opinions cannot be traced to individuals.

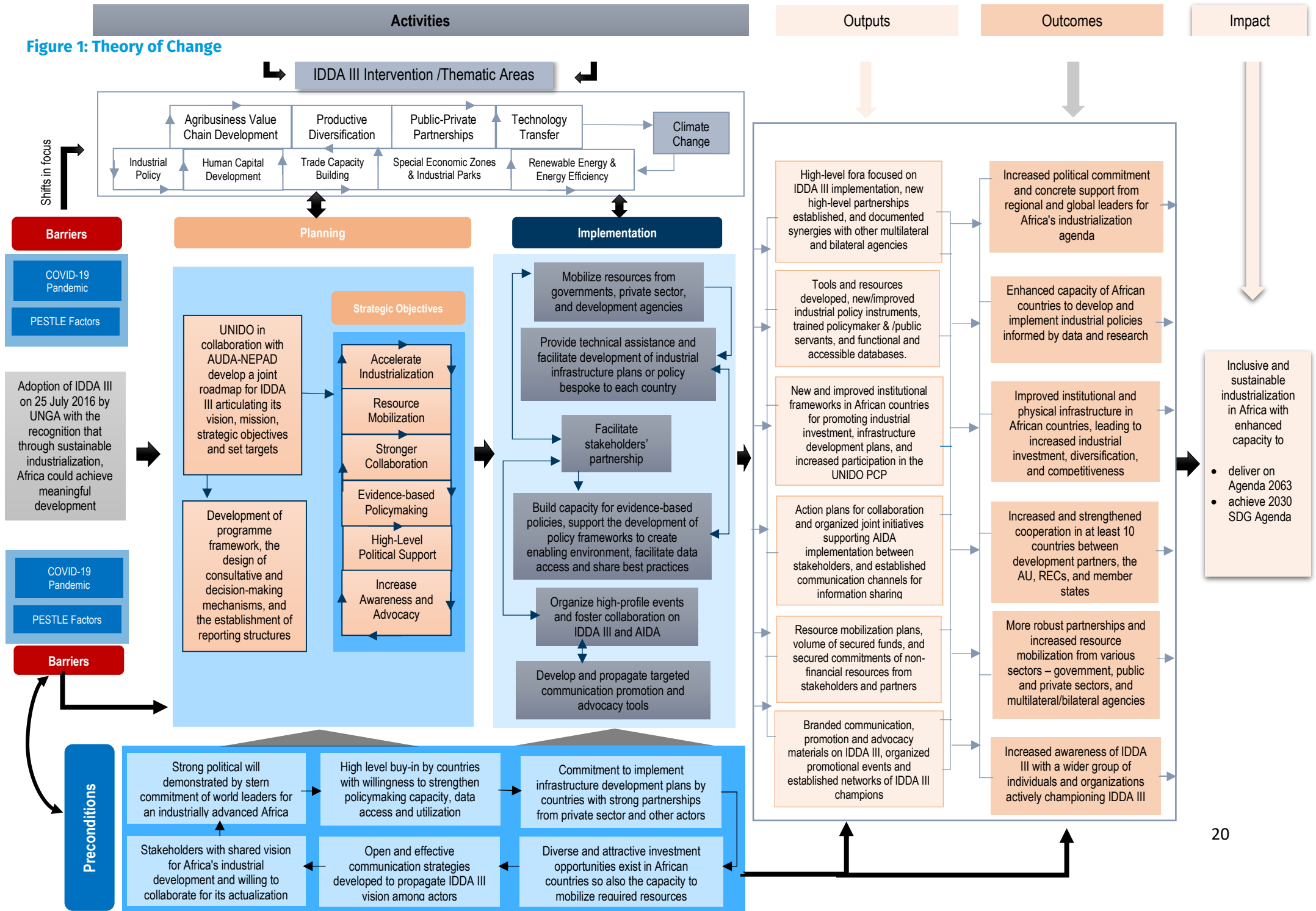
Data analysis was both qualitative and quantitative. For the qualitative analysis, the Evaluation Team started by forming hypotheses and evaluative assessments based on the desk review and the TOC. These were then verified and tested during the interviews and survey. The quantitative analysis involved an analysis of specific indicators linked to the outputs and outcomes in the TOC as well as an assessment of seven pre-defined criteria (relevance, coherence, efficiency, effectiveness, sustainability, progress to impact and governance) on a six-point satisfaction scale drawn from the UNIDO Evaluation Manual. In addition, a **SWOT analysis**⁷ was conducted to provide an overview of the most critical developments in Africa's economic and industrial landscapes during IDDA III. Lessons learned and best practices were also particularly taken into account to serve future projects.

1.5 Limitations

The evaluation generally took place satisfactorily, but a number of limitations were encountered. First, due to time limitations and availability of the relevant stakeholders, a field mission could not take place as planned at the African Union Commission (AUC) Headquarters in Addis Ababa and relevant sites. Moreover, several key informants were either unavailable (for different reasons, including retirement and change of affiliation) or completely non-responsive, thereby limiting the number of interviews that could be completed. In a few cases, unavailable interviewees provided written responses to the key informant interview (KII) questions. Similarly with the survey, despite an extension, the response rate was very low (less than one percent) such that the information gathered could only be used anecdotally. In addition, some secondary sources related to stakeholder contributions were outdated and attempts to get them updated were not fully successful. Despite the above limitations, the evaluation was able to assess several key dimensions, activities and results related to the work conducted under IDDA III during 2016 to 2024 and has been able to derive commensurate conclusions and recommendations, as presented in this report.

⁷ SWOT analysis refers to an analysis of Strengths, Weaknesses, Opportunities and Threats. PESTEL analysis focuses on the relevant Political, Economic, Social, Technological, Environment and Legal factors.

Figure 1: Theory of Change



2 BACKGROUND AND CONTEXT

2.1 Africa's Economic and Industrial Context

Africa's current population is approximately 1.4 billion and is expected to surpass 2.5 billion by 2060, growing at an annual rate of 2.4% with no projected peak or period of decline. The median age across the continent is around 19 years, with over 60% of the population under the age of 25.⁸ This youthful and expanding population offers a substantial domestic source of labour and a market for industrial goods and services. Despite this demographic advantage, Africa's combined real GDP of about US\$ 3 trillion (PPP) in 2023, up from about US\$ 2.4 trillion in 2016, remains the lowest among the world's regions.

Despite being the world's youngest continent and one of its largest markets, Africa is comparatively less wealthy. In 2022, the average country-level per capita real GDP was only US\$ 6,787, compared to US\$ 8,614 in Latin America and the Caribbean, and US\$ 11,042 in East Asia and the Pacific. This economic reality stands in stark contrast to Africa's outstanding resource endowments. The continent boasts a vast wealth of natural resources, ranging from precious stones such as gold and diamonds to fossil fuels amounting to about 30% of the world's mineral reserves.⁹ Topographically, it has the world's second-largest landmass: 11.73 million square miles of land and 60% of the world's uncultivated arable land.¹⁰

Africa's economic landscape has showed significant resilience in recent years. Over the past decade, several African economies have been among the fastest growing in the world, with an average annual GDP growth rate of about 4%. The continent has also seen a strong post-COVID recovery, rising prospects of intra-African trade under the African Continental Free Trade Area (AfCFTA) and substantial investments in digital infrastructure, renewable energy, and human capital development. According to the African Development Bank, Africa's GDP growth, which was about -2% during the COVID-19 pandemic in 2020, rebounded to 3.4 per cent in 2021 and 4.1 per cent in 2022. Growth is expected to be 3.7 per cent in 2024 and 4.3 per cent in 2025.¹¹

However, Africa is still regarded as the world's least industrialized continent, a situation driven by several factors. The continent's Human Development Index (HDI) remains low, with an average value of 0.547. Unemployment rate averages 6.7% across countries, with female unemployment often more than 50% higher than male unemployment in individual countries. Educational disparities also present challenges to industrial development. Male literacy rates are generally higher, averaging 65%, compared to 50% for females. School attendance is uneven, with about 30% of boys and girls aged 7-18 years not attending school. Barriers to education include traditional gender norms, high domestic workloads, long distances to schools, and socio-economic factors. These educational gaps impact the skill level of the workforce, which is crucial for industrial growth.

Agriculture remains the dominant sector in rural areas, practised by about 70% of the population. The continent may also be seen as deindustrializing prematurely, as the

⁸ World Population Prospects 2019.

https://www.ined.fr/fichier/s_rubrique/29368/wpp2019_10.key.findings_embargoed.version.en.pdf

⁹ A Brief Survey of Mineral Resources in Africa and Notes on the Mineral Industry in Liberia.

<https://repository.uneca.org/handle/10855/42518>

¹⁰ The State of the World's Land and Water Resources for Food and Agriculture.

<https://www.fao.org/documents/card/en/details/cb7654en>

¹¹ <https://www.afdb.org/en/knowledge/publications/african-economic-outlook>

services sector becomes increasingly important, especially in urban areas, where it employs over 60% of the workforce. The industrial sector, though growing, still faces significant challenges including infrastructure deficits, limited access to finance, political instability, and a mismatch between workforce skills and industry needs.

Notwithstanding the challenges, manufacturing in Africa has seen notable growth in certain regions and sectors. Manufacturing exports are a key focus for many African countries, aiming to increase their share of manufactured goods in total exports. Manufactured exports accounted for about 40% of Africa's total merchandise exports in 2021. Countries like Morocco and Tunisia have integrated into global manufacturing supply chains, particularly in the automotive and aerospace industries. In countries like Ethiopia, Kenya, Nigeria, and South Africa, manufacturing has been identified as a key sector for economic diversification and growth. Ethiopia, for example, has positioned itself as a manufacturing hub, attracting foreign direct investment (FDI) with its low production costs and strategic industrial policies. The establishment of industrial parks and special economic zones (SEZs) has been central to this strategy, providing infrastructure and incentives for manufacturers.

Yet, African exports are characterized by very few manufactured exports, which are concentrated in a limited number of countries, driven by a few sectors, and have limited export market.¹² The overall contribution of manufacturing to Africa's GDP also remains relatively low, averaging around 11% in 2022. This is partly due to the continent's historical reliance on primary commodities and the challenges of developing a competitive manufacturing sector. Infrastructure deficits, high production costs, and limited access to finance are significant barriers. Moreover, political instability and regulatory issues in some countries deter potential investors.

2.2 IDDA III Background

On 25 July 2016, the United Nations General Assembly (UNGA) adopted resolution A/RES/70/293 on IDDA III which called upon the African Union Commission (AUC), the African Union Development Agency (AUDA-NEPAD), the Economic Commission for Africa (UNECA) and, specifically, the United Nations Industrial Development Organization (UNIDO) “to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa.”¹³ Figure 2 provides a high-level overview of IDDA III milestones up to the point of this evaluation (see Annex VI for a detailed implementation timeline).

The IDDA III was ostensibly built on the experiences, impacts and lessons of its predecessors (i.e., IDDA I and IDDA II). It was developed with the aim to engender ISID in Africa, and to address specific persistent challenges documented from several previous and ongoing interventions at continental, regional and national levels. These challenges include slow rate of economic diversification and value addition; limited basic infrastructure; limited capacity for quality products and certifications; limited human capacity/technology base; and weak enabling environment for private sector development.¹⁴

¹² African Trade Report 2023. https://media.afreximbank.com/afrexim/AFRICAN_TRADE_REPORT_2023.pdf

¹³ <https://undocs.org/A/RES/70/293>, para. 2.

¹⁴ IDDA III Joint Roadmap (2019), pp. 13-15.

Figure 2: IDDA III major milestones



Source: Authors' compilation

UNIDO led the articulation of six (6) pillars to facilitate and fast-track IDDA III implementation.¹⁵ These pillars, contained in the UNIDO Roadmap, include convening of high-level global fora; strategic support for the development and management of industrial policy instruments; technical cooperation; cooperation with the African Union, the New Partnership for Africa’s Development (NEPAD) and the African regional economic communities (RECs); partnerships and resource mobilization; and communication and advocacy.¹⁶ The very essence of the six (6) pillars was to maintain focus on ISID in Africa by gathering political support through regular reporting to the General Assembly and the African Union Summit; convening and coordinating partners; mapping initiatives; mobilizing resources; facilitating communication; and ensuring accountability. This was meant to enable the maximization of alignment, facilitate cooperation, and address common challenges.

In March 2019, focal points of the key implementing partners gathered for the first time at the UNIDO Headquarters and opened discussions on joint implementation of IDDA III. At their fourth meeting in September 2020 (four years after the UNGA resolution that marked the start of IDDA III), they agreed on a Joint Roadmap which provides the framework for IDDA III implementation. It outlines six (6) strategic objectives aimed at tackling the aforementioned industrialization challenges.¹⁷ The strategic objectives, which map one-to-one to the six pillars articulated in the UNIDO Roadmap, are detailed in Table 1 alongside the main action areas and targets. This evaluation examined IDDA III performance against these objectives.

¹⁵ IDDA III UNIDO Roadmap, Ch. 2.
¹⁶ IDDA III Joint Roadmap (2019), pp. 21-22.
¹⁷ IDDA III Joint Roadmap, pp. 21-22.

Table 1: IDDA III strategic objectives, action areas and targets

S/N	STRATEGIC OBJECTIVES	STRATEGIC ACTION AREAS	TARGETS
1.	<p>Strategic Objective 1: Maintain the industrialization of Africa high on the political and developmental agenda through the organization of global forums to take stock of IDDA III implementation as well as building new partnerships and creating synergies with other key partners and stakeholders.</p>	<ol style="list-style-type: none"> 1. Meetings of the General Assembly and the United Nations Economic and Social Council as platforms for dialogue on IDDA III 2. African Union summits, conferences and events as platforms for dialogue on IDDA III 3. UNIDO global platforms as platforms for dialogue on IDDA III 4. Meetings of the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States as platforms for dialogue on IDDA III 5. Other platforms for dialogue on IDDA III 	<ol style="list-style-type: none"> 1. By 2025, the contribution of inclusive and sustainable industrialization of Africa for the fulfilment of the 2030 Agenda and Agenda 2063 gets buy-in at the highest political level both at regional and global levels. This will be demonstrated through the renewed commitment and demonstrated support for Africa's industrialization at the continental and global level.
2.	<p>Strategic Objective 2: Improve systemic capacity of key stakeholders to produce evidence-based policymaking through strategic support towards the development and management of industrial policy instruments.</p>	<ol style="list-style-type: none"> 1. Strengthening governance, research and statistics in individual African countries 2. Policy advice and institutional human capital development for the AUC 3. Policy advice and institutional human capital development for the secretariats of African RECs 	<p>By 2025, African countries will have enhanced institutional capacity to produce evidence-based policies to objectively inform their industrial development agenda, underpinned by effective disaggregated data generation, storage and analysis. This will include the capacity to:</p> <ol style="list-style-type: none"> 1. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, through creating opportunities to integrate into regional, continental and global value chains 2. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in least developed countries

			<ol style="list-style-type: none"> 3. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors 4. Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 5. Significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries 6. Achieve the sustainable management and efficient use of natural resources
3.	<p>Strategic Objective 3: Scale up technical cooperation to accelerate Africa's industrialization through the implementation of the multistakeholder partnership model for inclusive and sustainable industrial development in African countries.</p>	<ol style="list-style-type: none"> 1. Industrialize Africa by promoting special economic zones, industrial parks 2. Diversify industrial production in African countries through value chain development 3. Promote energy security and access for industry (scaling-up) and improving energy efficiency 4. Upgrade technological capacities in African countries for environmentally sustainable industrial production 5. Build trade capacity in support of the competitiveness of African industrial enterprises 6. Enhance industry-related business development services in support of African industrialization 7. Promote investment in African manufacturing through broad-based and inclusive financing 8. Facilitate technology transfer to foster industrial transformation in Africa 	<p>Target: By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment, diversification and competitiveness and the number of countries participating in the UNIDO Programme for Country Partnership (PCP) will have increased. This will result from the capacity to:</p> <ol style="list-style-type: none"> 1. Develop quality, reliable, sustainable and resilient infrastructure, including regional, trans-border and cross-border infrastructure, with a focus on affordable and equitable access for all 2. Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes 3. Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African

		<ol style="list-style-type: none"> 9. Enhance domestic innovation systems in support of industrialization in Africa 10. Leverage information and communication technologies for Africa's industrialization and sustainable development 11. Promote SME development, youth and women entrepreneurship to create a critical mass that recreates capital in the continent 12. Uphold corporate social responsibility with the purpose of promoting an inclusive and resource-efficient industrialization and contributing to the successful implementation of IDDA III 	<p>countries, least developed countries, landlocked developing countries and Small Island Developing States</p> <ol style="list-style-type: none"> 4. Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities 5. Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 6. Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of youth and women 7. Increase the capacity of small-scale industrial and other enterprises, in particular in developing countries, to participate on national, regional, continental and global value chains and markets 8. Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 9. Increase substantially the share of renewable energy in the global energy mix 10. Produce and effectively coordinate implementation of evidence-based and sound industrial policies
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4.	<p>Strategic Objective 4: Strengthen cooperation at the level of the African Union, regional economic communities and countries, notably through support in the implementation of the Action Plan for the Accelerated Industrial Development for Africa.</p>	<ol style="list-style-type: none"> 1. Support for the implementation of AIDA at the African Union level 2. Support for the implementation of AIDA at the REC level 3. Support to enhance the efficiency of other regional institutions that contribute to industrialization in Africa 4. Support for the implementation of AIDA at the country level 	<p>By 2025, there will be increased and strengthened cooperation of development partners with the African Union, regional economic communities and Member States, especially, for support towards the implementation of the Action Plan for the Accelerated Industrial Development for Africa and related industrialization frameworks. This includes:</p> <ol style="list-style-type: none"> 1. Stronger recognition and support for the implementation of the Action Plan for the Accelerated Industrial Development for Africa from the major Africa-focused partnerships including the African Union-European Union Partnership, TICAD and FOCAC 2. Enhanced North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhanced knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism 3. Increased international support for implementing effective and targeted capacity-building in African countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
5.	<p>Strategic Objective 5: Strengthen partnerships and resource mobilization from government, public and private sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact.</p>	<ol style="list-style-type: none"> 1. Organizing global pledging forums 2. Organizing dedicated IDDA III consultative forums 3. Integrating African industrialization in North-South and South-South economic diplomacy and industrial cooperation and partnerships 	<p>By 2025, there will be strengthened partnerships and resource mobilization from government, public and private sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact on Africa's Industrialization. This will include:</p>

		<ol style="list-style-type: none"> 4. Operationalizing of selected projects in the financing and resource mobilization strategy of AIDA 5. Developing public-private sector partnerships 	<ol style="list-style-type: none"> 1. Increased flow of multilateral and bilateral financial and technical support to African countries for building the necessary policy and infrastructural conditions for promoting an inclusive and sustainable industrial development 2. Enhanced capacity for attracting higher foreign direct investment and mobilizing domestic saving and private sector investment 3. Gross domestic expenditures on R&D as percentage of GDP for increased number of African countries has reached 1 per cent 4. Regional industrialization hubs linked to the global value chains and commodity exchanges will be in place
6.	<p>Strategic Objective 6: Ensure greater awareness of IDDA III through branding, communication and advocacy.</p>	<ol style="list-style-type: none"> 1. Designing the IDDA III communication and advocacy strategy paper and promotional instruments 2. Running IDDA III promotional campaigns 3. IDDA III Championship Initiative 	<p>By 2025, there will be more people who have a better appreciation of IDDA III and who will champion it through branding, communication and advocacy initiatives at all levels of the society. This will include formation of champions of:</p> <ol style="list-style-type: none"> 1. African Heads of State for the implementation of IDDA III 2. Businesses and private sectors for Africa's industrialization 3. Development partners and stakeholders, including civil society and the media, for an inclusive and sustainable industrial development in Africa

2.3 IDDA III Factsheet

A high-level overview of IDDA III is provided in Table 2. The program covers all African countries and is implemented by multiple stakeholders although UNIDO was saddled with the responsibility to “develop, operationalize and lead the implementation of IDDA III,”¹⁸ providing technical leadership in the implementation. Implementation was to be supported by a Steering Committee and Expert Working Groups. The initiative's direct high-level funding includes significant contributions, totalling over US\$ 2.4 million, across several projects aimed at supporting implementation and enhancing partnerships. Key milestones include the completion of UNIDO's roadmap in 2017, the joint roadmap in 2019, a mid-term review in mid-2021, and this strategic evaluation.

Table 2: Key facts about IDDA III

Programme title	Third Industrial Development Decade for Africa, 2016-2025
Countries	All Africa
Donors	Multiple stakeholders
Start date	25 July 2016, per UNGA Resolution
Completion of UNIDO Roadmap	2017
Validation of Joint Roadmap	2020
Planned completion date	31 December 2025
Duration	10 years
Governance structure	<ul style="list-style-type: none"> • UNIDO – lead technical agency • Steering Committee • Expert Working Group (Focal Points)
High-level funding	<ul style="list-style-type: none"> • US\$ 1,034,399.00 (Project 180182: Support to UNIDO’s role in the implementation of IDDA) • US\$ 72,544.00 (Project 190118: Support to IDDA III implementation through enhanced partnership with TICAD7) • US\$ 969,945.00 (Project 190375: Project to support the implementation of IDDA III) • US\$ 326,005.00 (Project 210233: Support to the organization of the African Union Summit on Industrialization and Economic Diversification within the framework of IDDA III)
Mid-term review date	May – August 2021
Strategic evaluation date	April - September 2024

¹⁸ IDDA III Joint Roadmap, p.2.

3 EVALUATION FINDINGS

3.1 Programme Design and Stakeholder Engagement

The evaluation found IDDA III to be a desirable programme that has achieved some positive outcomes, but with flaws in its design. IDDA III is said to build “on the experience gained during the first Industrial Development Decade for Africa (IDDA I) (1980-1990), and the second Industrial Development Decade for Africa (IDDA II) (1993-2002).”¹⁹ However, this evaluation did not find concrete evidence of how this was done. As far as the evaluation team could tell, there was a final evaluation of IDDA I in 1988 and a mid-term evaluation of IDDA II in 1997. The design of IDDA III attempted to overcome some of the challenges identified in the previous IDDA. For instance, the mid-term evaluation of IDDA II noted that “Although IDDA II was recommended by African governments and endorsed by the UNIDO General Conference and the United Nations General Assembly, the Programme itself did not involve the donor community and other UN agencies in its design and consequently there was no endorsement and commitment on their part for implementation.”²⁰ The design of IDDA III addressed this problem by involving a wide range of stakeholders from the early stages but joint ownership and consistent engagement proved challenging. Moreover, the large temporal gap between IDDA II and IDDA III implies that the evaluation and lessons learned from IDDA II may not have been of strategic importance to its successive decadal initiative. This is because IDDA II ended nearly two decades before the start of IDDA III. Over that period, the structure, needs and priorities of African countries in terms of industrialization have changed significantly.

There is a general agreement that IDDA III has successfully raised awareness of the importance of industrialization in Africa and has been instrumental to give renewed impetus for ISID in the context of AfCFTA. Overall, IDDA III was envisioned as a stakeholder-owned initiative similar to the Sustainable Development Goals (SDGs), with individual stakeholders pursuing their own projects, programmes and interventions towards achieving the common objectives. Within this, UNIDO had two main roles: to provide advocacy, direct technical assistance and technical cooperation, and to facilitate the mobilization of resources and cooperation from the international community in support of Africa’s ISID. Much progress was made in these two functions, but there are concerns about visibility, ownership and governance of IDDA III.

In terms of visibility, IDDA III is supported by a rich set of documentation, but IDDA III ownership did not sufficiently match the expectations expressed in the Joint Roadmap. In addition to the UNGA Resolution A/RES/70/293 document, the IDDA III initiative has a set of comprehensive documentation including two roadmaps, seven (7) annual reports, a mid-term review report and record of achievements, among others (see Annex III). Yet, IDDA III has poor name recognition among stakeholders and its framing of IDDA III as a stakeholder-driven initiative similar to the SDGs is not well understood by many. Moreover, divergent stakeholder perceptions and expectations may have contributed to limited stakeholder engagement with IDDA III. UNIDO personnel involved directly in IDDA III implementation consider all efforts made for ISID in Africa to be linked to IDDA III, irrespective of the implementing stakeholders. They also hold the view that “IDDA III is under implementation by various stakeholders using their own budgets and resources.” However, many interviewees specifically suggested that they expected UNIDO to have a dedicated budget

¹⁹ IDDA III Joint Roadmap, p.2.

²⁰ Report of the IDDA II Mid-term Evaluation, p. 62. https://www.unido.org/sites/default/files/2007-11/43904_FINAL_EVAL_REPORT_TH_19970421_IDDA97_0.pdf

for implementing all activities, including projects in recipient countries as well as meetings and events. Moreover, it was apparent from the interviews that many stakeholders perceived IDDA III as a UNIDO programme with which they have only had limited association, consisting mainly of meetings and annual reports. One interviewee said that there was *“generally weak relationship between UNIDO and RECs, with interactions mainly limited to gathering information for UNGA reports.”*

In terms of governance and engagement, IDDA III partly met the expectations stated in the Joint Roadmap although UNIDO made commendable efforts. As expressed in the Joint Roadmap, the implementation of IDDA III was meant to be facilitated by a Steering Committee and an Expert Working Group (which was operationalized as the Focal Points Initiative). However, this evaluation concluded that both organs barely functioned. The Steering Committee was never formalized while the Expert Working Group convened twice at the start of IDDA conceptualization in 2019 and twice after that (Annex VII). Thus, stakeholders had no explicit touchpoint other than the annual reports and events, which many viewed as too infrequent. According to interview and survey respondents, several factors contributed to the failure of the Steering Committee, including a lack of clarity on the convener of each organ, absence of dedicated funding to functionalize the organs, and failure to operationalize the membership beyond the naming of organizations in the Joint Roadmap. Some argued that the Steering Committee did not work mainly because the member organizations were not mobilized to appoint specific personnel to serve statutorily on the committee. It is noteworthy that efforts were made by UNIDO to substitute with the Focal Points initiative, whereby UNIDO asked key implementing partners to designate a personnel to act as primary contact for IDDA III-related matters. At the time of this evaluation, a total of 28 Focal Points were identified. However, many of them did not respond to inquiries when contacted and some of those that responded made complaints about limited engagement occurring mostly through annual reports. For example, one Focal Point indicated that their organization had *“limited engagement”* with IDDA III and were therefore *“unable to provide detailed responses to the evaluation questions or complete the online survey.”*

3.2 Relevance and Coherence of IDDA III

Documentary and interview evidence support the notion that IDDA III is relevant to Africa’s industrial development and aligns coherently with existing programmes and initiatives. IDDA III was positioned within established frameworks including the AU Agenda 2063, the 2030 Agenda for Sustainable Development, and the African Union Action Plan for Accelerated Industrial Development for Africa (AIDA).²¹ For example, one of the few quantitative targets set in the IDDA III Joint Roadmap, that is, for African countries to spend at least 1% of their GDP on R&D, is consistent with the target in AU Agenda 2063. Additionally, IDDA III leverages major bilateral agreements between African nations and other economic regions, including the African Continental Free Trade Agreement (AfCFTA).

UNIDO was entrusted with the responsibility to lead the implementation of IDDA III and to mobilize stakeholder support. This decision leverages UNIDO’s established technical expertise, its proven experience in industrial development, and its global influence in garnering international support for the initiative.

²¹ IDDA III Joint Roadmap, pp. 4-7.

3.3 Africa's Economic and Industrial Progress during IDDA III

While causal attribution cannot be made regarding the direct impact of IDDA III on changes in ISID indicators, it is logical to hypothesize that IDDA III has contributed to these changes. This hypothesis is consistent with the TOC, all official documentation reviewed, and the information gathered from stakeholders. To test this hypothesis, the evaluation team looked at indicators of economic growth and four main indicators of structural transformation and industrial output.²² These include:

- increasing manufacturing contribution to GDP;
- an increasing share of industrial employment;
- a rising share of manufactured exports; and
- a high share of fixed investment in gross domestic product (GDP).

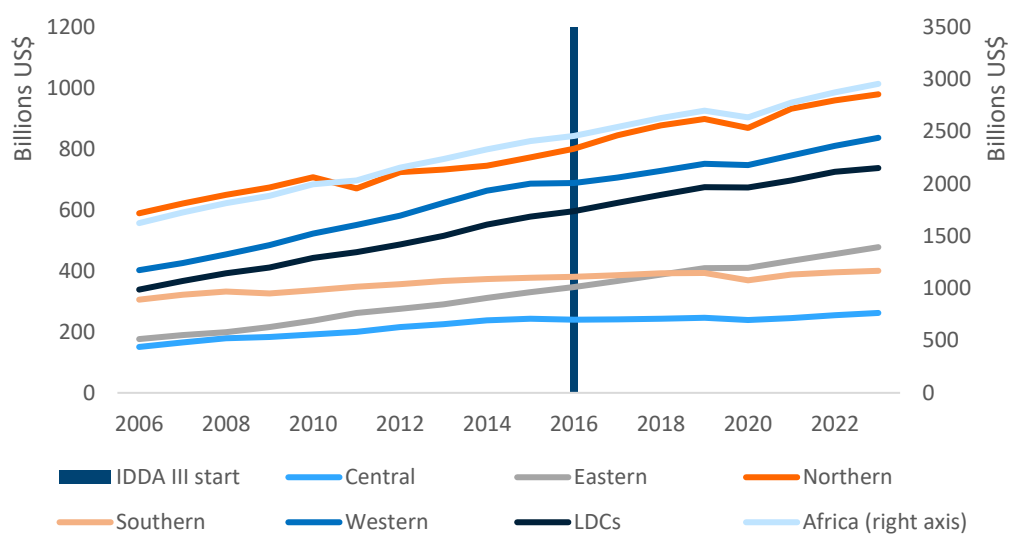
A comparison of trends before and during IDDA III offers a diagnostic view of the contributions of IDDA III. In all cases, the data is taken until 2023 or latest available year.²³

Africa's economy expanded modestly before and during IDDA III. On average, real GDP increased consistently in Africa and across all regions in the decade preceding IDDA III. This increase continued during IDDA III, most notably in Northern Africa (Figure 3). The exceptional growth observed in Northern Africa is driven by Libya's post-COVID growth spurt. In 2021, real GDP growth in Libya was 28%, compared to -0.3% in 2020. However, compared to the preceding decade, the rate of growth slowed down during the IDDA III decade across all regions except Southern Africa and the LDCs where the negative impact of the COVID-19 pandemic was apparently lower (Figure 4). A review of per capita GDP showed a similar but more modest trend. Real GDP per capita grew from US\$1,709 in 2006 to US\$2,009 in 2015. This growth continued but at a slower rate during the IDDA III decade until it reached US\$2,027 in 2023. The growth rate of GDP per capita declined the most in Central Africa, going from 1.4% per annum between 2006 and 2015 to -1.8% per annum between 2016 and 2022.

²² Andreoni, A., Mondliwa, P., Roberts, S. and Tregenna, F. (2021). Structural Transformation in South Africa: The Challenges of Inclusive Industrial Development in a Middle-Income Country. Oxford: Oxford University Press; Oyelaran-Oyeyinka, B. (2020). Resurgent Africa: Structural Transformation in Sustainable Development. Anthem Press; Lall, S. (1995). Structural adjustment and African industry. *World development*, 23(12), 2019-2031; Amsden, A. H. (2009). *Escape from empire: the developing world's journey through heaven and hell*, MIT Press.

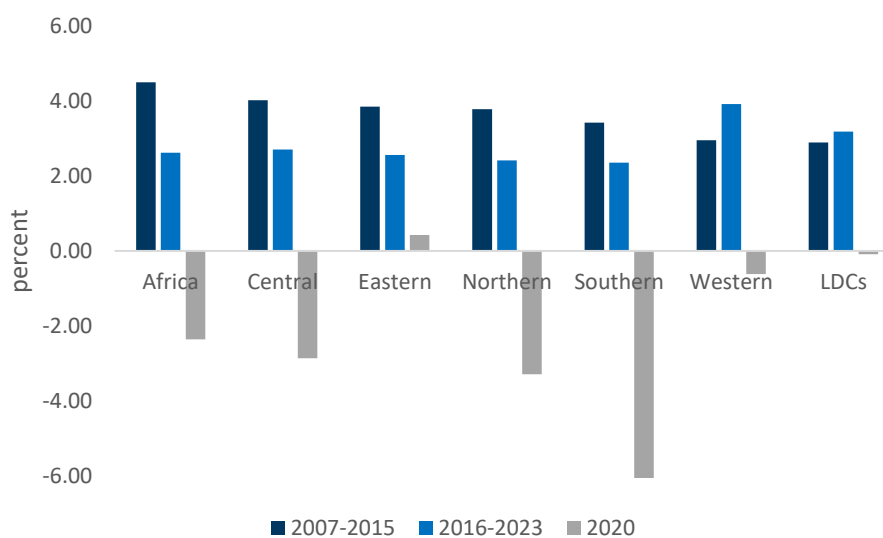
²³ The evaluation acknowledges the outlying nature of the year 2020 during which most of the continent did not perform well industrially as a result of the COVID-19 pandemic.

Figure 3: Real GDP in Africa (constant 2015 US\$), 2006 – 2023



Data source: UNIDO National Accounts

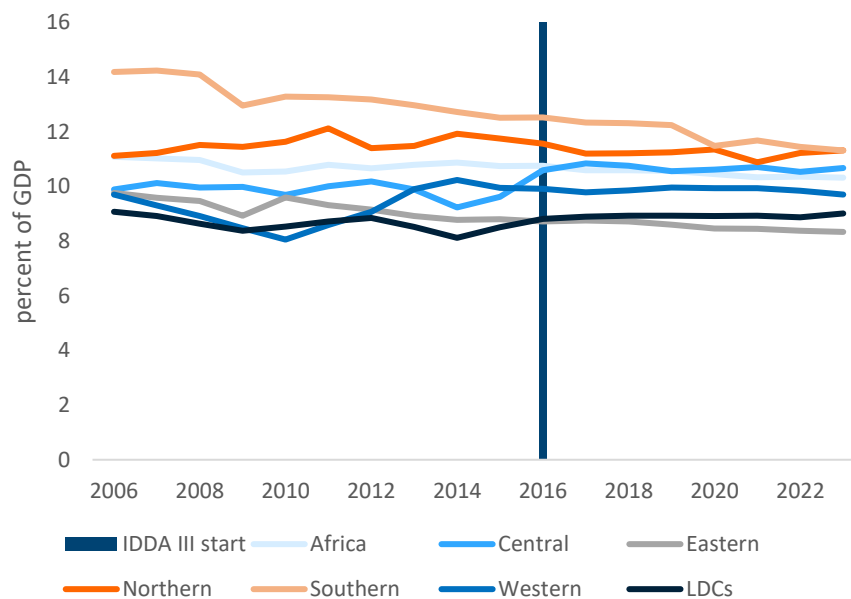
Figure 4: Growth of real GDP in Africa regions, 2007-2023



Data source: Authors' estimates from UNIDO National Accounts

Industrial output did not change significantly in the IDDA period compared to previous years. Manufacturing value added (MVA) as a share of GDP remained at pre-IDDA III levels across all regions except in Southern Africa where it declined (Figure 5).

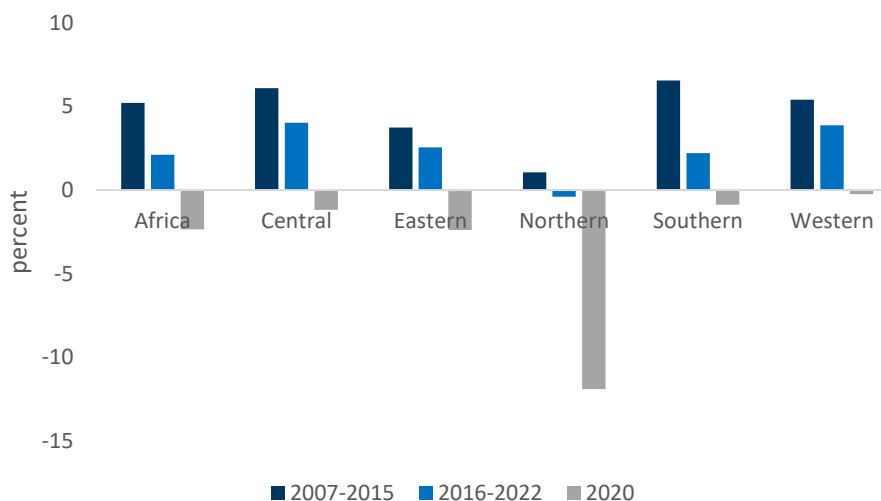
Figure 5: Manufacturing value added as a share of GDP, 2006-2023



Data source: Authors' estimates from UNIDO National Accounts

Similar to real GDP, **the growth rate of MVA slowed down across all regions during the IDDA III decade**, especially in Northern Africa where the negative impact of the COVID-19 pandemic was also greatest (Figure 6).

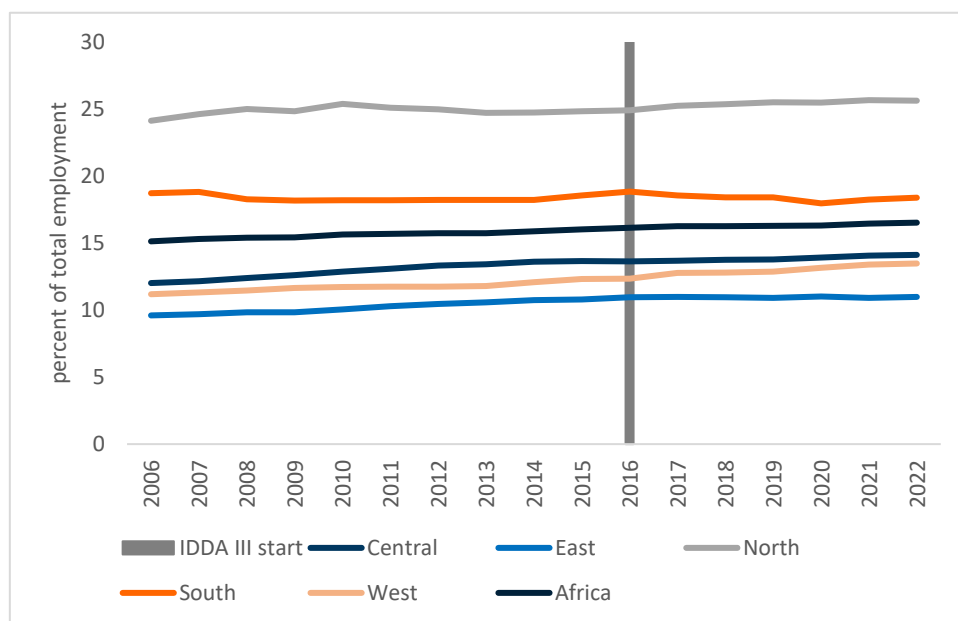
Figure 6: Growth of manufacturing value added, 2007-2022



Data source: Authors' estimates from UNIDO National Accounts

Industry contributed a stable share of employment before and during IDDA III (Figure 7), a reflection of **limited structural change across Africa before and during IDDA III**.

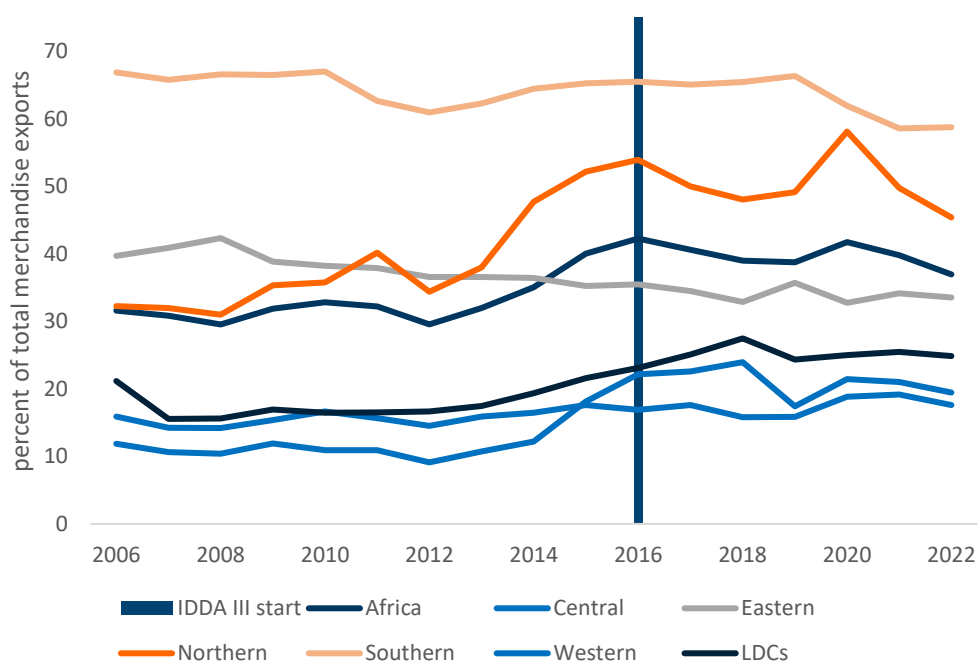
Figure 7: Employment in industry as a share of total employment, 2006-2022



Data source: World Development Indicators, online

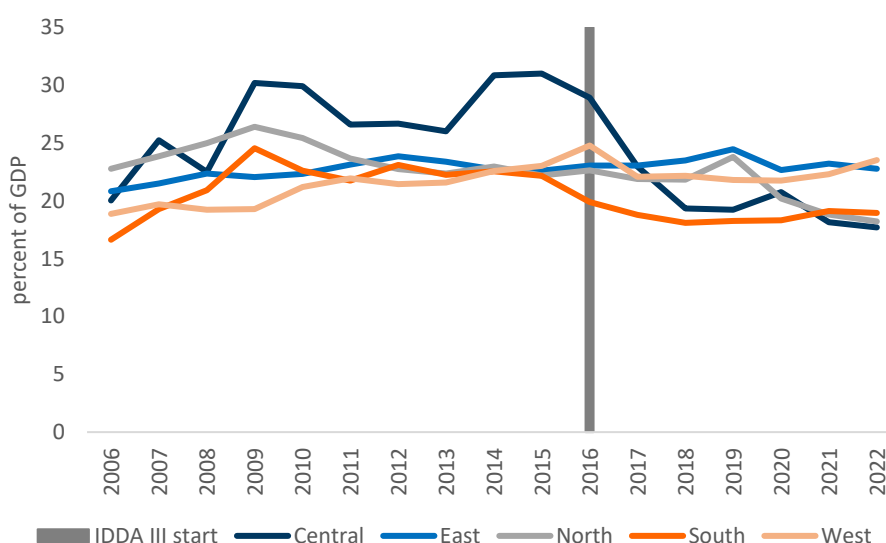
In sharp contrast to North Africa where it increased consistently during the IDDA III decade, **manufactured exports remained stagnant in East, West and Southern Africa** while contracting significantly in Central Africa (Figure 8). Gross fixed capital remained stable across all regions before and during IDDA III, except in Central Africa where it has declined since 2016 (Figure 9).

Figure 8: Export of manufactures as a share of total merchandise exports, 2006-2022



Data source: UNIDO SDG 9 Indicators

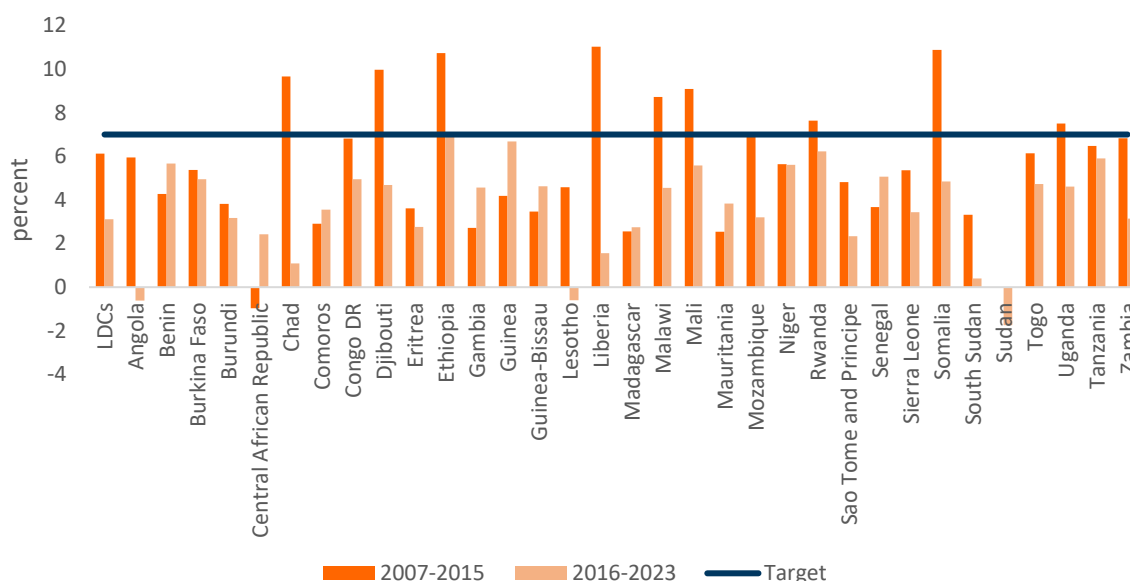
Figure 9: Gross fixed capital formation as a share of GDP, 2006-2022



Data source: World Development Indicators, online

Africa’s LDCs did not grow as fast as anticipated during IDDA III. One of the few quantitative targets set in the IDDA III Joint Roadmap is a sustained growth rate of at least 7% per annum in the least developed countries. Of the 33 LDCs, 12 showed an average growth rate of at least 7% during the decade preceding IDDA III. For several reasons, including COVID-19 and global supply chain disruptions, GDP growth declined across all the LDCs, and none except Ethiopia and Guinea came close to the target growth rate during IDDA III (Figure 10).

Figure 10: Growth of real GDP across LDCs in Africa, 2007-2023



Data source: UNIDO National Accounts

Overall, in the best-case scenario, IDDA III has only helped to maintain existing economic and industrial capacities since economic growth and industrial output did not see significant changes during the IDDA III period compared to previous years. As already mentioned, causal claims cannot be made based on the above data, but the conclusion can be drawn that the direct impacts of IDDA III projects and programmes did not markedly alter the industrial landscape in Africa. Assessment of the few quantitative indicators included in the Joint Roadmap shows limited progress in most areas except in advocacy and technical cooperation (Table 3). Some interviewees explicitly suggested that many of the positive developments observed during the IDDA III decade would have occurred anyway. Some informants argued that the real impact of IDDA III on structural change and industrialization is not obvious, with one survey respondent specifically stating that *“IDDA III is not adding value to industrialization - it could have, for example through allowing for more interaction and knowledge management; but as it stands, it represents just some reporting of what was done by the individual organizations (which would have been done with or without an IDDA III).”* An interviewee argued that while the initial impression of IDDA III was as a comprehensive framework like the SDGs or Agenda 2063, it was not pursued as such. Instead, there was *“too much reliance on independent REC and stakeholder activities which would have occurred regardless of IDDA III, rather than on specific IDDA III activities.”*

Table 3: Overview of industrial and economic progress during IDDA III

Indicator	Status	Evaluation
Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in least developed countries	<p>Africa's average real GDP growth rate reduced from 4.5% in pre-IDDA III decade to 2.6% during IDDA III. Similarly, GDP per capita growth rate averaged 1.8% before and 0.7% during IDDA III.</p> <p>LDCs' average annual growth rate was 3.1% during IDDA III, compared to 6.1% in the decade before. Only Ethiopia (6.9%) and Guinea (6.7%) reached the target.</p>	Not achieved
Significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	<p>Industry value added as a share of Africa's GDP fell from 25% average from 2007-2015 to 21% from 2016-2023. In LDCs, it declined over the same period from 21% to 19%.</p> <p>Industrial employment remained at around 15-16% of total employment in Africa from 2006 to 2022. In the LDCs, it hovered between 10 and 12%.</p> <p>Average manufacturing employment in Africa was 7.2% of total employment in the decade prior to IDDA III and 7.5% from 2016-2021. In the LDCs, manufacturing employment was 5% on average between 2006 and 2015. It remained unchanged at 5.2% between 20016 and 2021.</p>	Not achieved
By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment	<p>45 technical support programmes covering more than 10 countries: 69% on human capacity building, 20% on industrial policy making, 9% on trade capacity-building and 2% on technology transfer.</p> <p>10 countries had Programme for Country Partnership (PCP), including Kenya's self-starter.</p>	Significant progress made
Increase substantially the share of renewable energy in the global energy mix	<p>Modest improvement in the share of renewables in equivalent primary energy. Average from 2006-2015 was 7.1% compared to 8.6% from 2016-2023. In 2023, it was 9.8%, compared to 7.4% when IDDA III started in 2016.</p>	Noticeable progress made
Increased flow of multilateral and bilateral financial and technical support to African countries for building the necessary policy and infrastructural conditions for promoting an inclusive and sustainable industrial development	<p>732 distinct projects and programmes were implemented through MSP on industrialization during IDDA III: 147 on advancing economic competitiveness; 211 on creating shared prosperity; 47 on cross-cutting services; and 322 on climate change</p> <p>Average volume of budget mobilized for ISID from the international community increased by 95.4% between 2012-2015 and 2016-2024. Average expenditure increased by 67.8% over the same period.</p>	Achieved

Gross domestic expenditures on R&D as percentage of GDP for increased number of African countries has reached 1 per cent	Only Egypt achieved the set target of 1% (2022) within the decade. South Africa also moved to 0.6% (2020).	Not achieved	
Establish champions among African Heads of State for the implementation of IDDA III	IDDA III Champions Initiative was launched, and five past and 8 current Presidents and Heads of Government have had this role so far.	Achieved	
Key	Not achieved	Progress to impact	Achieved

Data sources: UNIDO National Accounts, UNIDO SDG 9 Indicators, World Development Indicators, International Energy Agency, UNIDO Annual Report, IDDA III Annual Progress Reports

3.4 Stocktaking of Progress Made During IDDA III

The progress made and key results achieved during IDDA III against each of the six strategic objectives is summarized in Table 4 below. Further discussion of each results area is presented under the following headings:

- i. Popularizing the industrialization agenda
- ii. Support for evidence-based industrial policies
- iii. Technical cooperation for ISID in Africa
- iv. Strategic partnership and resource mobilization
- v. Creation and dissemination of IDDA III communication and advocacy tools
- vi. Cross-cutting issues
- vii. Implementation of MTR recommendations

Table 4: Overview of key progress made during IDDA III

S/N	STRATEGIC OBJECTIVES	STRATEGIC ACTION AREAS	TARGET	Key Performance Indicators (KPIs)	ACHIEVEMENTS
1.	Strategic Objective 1: Maintain the industrialization of Africa high on the political and developmental agenda through the organization of global forums to take stock of IDDA III implementation as well as building new partnerships and creating synergies with other key partners and stakeholders.	<ol style="list-style-type: none"> 1. Meetings of the General Assembly and the United Nations Economic and Social Council as platforms for dialogue on IDDA III 2. African Union summits, conferences and events as platforms for dialogue on IDDA III 3. UNIDO global platforms as platforms for dialogue on IDDA III 4. Meetings of the United Nations Office of the High Representative for LDCs, LLDCs & SIDSs as platforms for dialogue on IDDA III 5. Other platforms for dialogue on IDDA III 	By 2025, the contribution of inclusive and sustainable industrialization of Africa for the fulfilment of the 2030 Agenda and Agenda 2063 gets buy-in at the highest political level both at regional and global levels.	<p>High-level (Heads of State, Ministers) meetings, events and global forums on ISID Africa.</p> <p>Concrete declarations and commitments made by governments and development partners to support African industrialization.</p>	<p>Organisation of six (6) high-level events at the UNGA (2017, 2018, 2019, 2021, 2022 and 2023). Plans are underway for the 2024 event at the Summit of the Future.</p> <p>Scaling up of African Industrialization Day into a week event and the organization of the first African Industrialization Summit</p> <p>Appointment of an AU Champion on Inclusive and Sustainable Industrialization and Productive Transformation</p> <p>Launch of IDDA III Champions Initiative</p>
2.	Strategic Objective 2: Improve systemic capacity of key stakeholders to produce evidence-based policymaking through strategic support towards the development and	<ol style="list-style-type: none"> 1. Strengthening governance, research and statistics in individual African countries 2. Policy advice and institutional human capital development for the AUC 	By 2025, African countries will have enhanced institutional capacity to produce evidence-based policies to objectively inform their industrial development agenda, underpinned by	Technical Support by development Partners for evidence-informed Industrial Policy and Instrument at continental, regional and country	45 technical support programmes; 69% on human capacity building, 20% on industrial policy making, 9% on trade capacity-building and 2% on technology transfer

	management of industrial policy instruments.	3. Policy advice and institutional human capital development for the secretariats of African RECs	effective disaggregated data generation, storage and analysis.		10 countries had Programme for Country Partnership (PCP), and 6 countries had industrial diagnostic UNIDO provided technical support for the development of national industrial competitiveness reports (Burundi, Tanzania, Kenya)
3.	Strategic Objective 3: Scale up technical cooperation to accelerate Africa's industrialization through the implementation of the multistakeholder partnership (MSP) model for inclusive and sustainable industrial development in African countries.	Industrialize Africa by promoting projects/programmes in the 4 ISID areas	By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment, diversification and competitiveness and the number of countries participating in the UNIDO Programme for Country Partnership will have increased.	Number of programmes/projects implemented through MSP model by ISID Areas, Change in volume of financial resource mobilized for industrialization from the international community	732 distinct projects and programmes were implemented through multi-stakeholder partnerships on industrialization during IDDA III: 147 on advancing economic competitiveness; 211 on creating shared prosperity; 47 on cross-cutting services; and 322 on climate change The average budget mobilized for ISID from the international community between 2016 and 2024 was 95% higher than the average mobilized between 2012 and 2015. Similarly, the average expenditure

					during this period was 68% higher.
4.	Strategic Objective 4: Strengthen cooperation at the level of the African Union, regional economic communities and countries, notably through support in the implementation of the Action Plan for the Accelerated Industrial Development for Africa.	Support for the implementation of AIDA at the African Union, REC, and Countries as well as enhance the efficiency of other regional institutions that contribute to industrialization in Africa.	By 2025, there will be increased and strengthened cooperation of development partners with the African Union, regional economic communities and Member States, especially, for support towards the implementation of the Action Plan for the Accelerated Industrial Development for Africa and related industrialization frameworks.	Joint initiatives on ISID undertaken by development partners with African Union, regional bodies, and member states Significant increase in financial resources allocated by Africa entities for initiatives supporting the AIDA Action Plan implementation	45 distinct joint initiatives with African entities were observed. The African entities include, Nigeria, AfDB, Morocco, WAHO, ECCAS, EAC, EAIF, Ethiopia, Senegal, AUDA-NEPAD, COMESA, SADC, Burundi, Cameroon, DR Congo, Niger, Sao Tome and Principe and Tanzania Establishment of an Implementation and Coordination Unit for AIDA implementation at the AUC from 2018 to 2020 About USD1.6b was contributed towards industrialization during IDDA III by African entities with AfDB and AUDA-NEPAD having the largest share.
5.	Strategic Objective 5: Strengthen partnerships and resource mobilization from government, public and private sectors, and	<ol style="list-style-type: none"> 1. Organizing global pledging forums 2. Organizing dedicated IDDA III consultative forums 3. Integrating African industrialization in North- 	By 2025, there will be strengthened partnerships and resource mobilization from government, public and private	New partnerships formed with public and private sector entities and South-South cooperation for	64 partnership and resource mobilization initiatives happened during IDDA III with majority negotiated at country-level (60.8%), AU

	multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact.	<p>South and South-South economic diplomacy and industrial cooperation and partnerships</p> <p>4. Operationalizing of selected projects in the financing and resource mobilization strategy of AIDA</p> <p>5. Developing public-private sector partnerships</p>	sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact on Africa's Industrialization.	supporting African industrialization	<p>(35.1%) and Regions (4.1%), leading these efforts are UNIDO, and AfDB.</p> <p>22 South-South cooperation happened during IDDA III</p>
6.	Strategic Objective 6: Ensure greater awareness of IDDA III through branding, communication and advocacy.	<p>1. Designing the IDDA III communication and advocacy strategy paper and promotional instruments</p> <p>2. Running IDDA III promotional campaigns</p> <p>3. IDDA III Championship Initiative</p>	By 2025, there will be more people who have a better appreciation of IDDA III and who will champion it through branding, communication and advocacy initiatives at all levels of the society.	<p>Programme Documents, Communication and Advocacy tools.</p> <p>IDDA III web and social media presence</p> <p>IDDA III Annual Reports</p>	<p>IDDA III Joint Roadmap, IDDA III (Moving Africa Forward), and IDDA III dedicated page on UNIDO's website</p> <p>Launch of African Industrialization (IDDA III) Champion Initiative and appointment of 13 IDDA III Champions</p> <p>7 UNIDO SG Annual Reports to the UNGA (2016–2023)</p> <p>6 UNIDO Reports on IDDA III to the PBC</p> <p>46 Outreach and global forums discussed IDDA III; 27 with the involvement of UNIDO and 5 with the involvement of African entities.</p>

3.4.1 Popularizing the industrialization agenda

The primary progress and value-added during IDDA III is in bringing industrialization issues to the forefront and creating awareness of ISID in Africa. The evaluation found that IDDA III indeed placed Africa's industrialization high on the political agenda. A count of advocacy events recorded in the SG reports to the UNGA found about 46 outreach and global fora on IDDA III, 27 with the involvement of UNIDO, five involving African entities (AfDB, AU, and SADC) and the remainder involving other stakeholders including ECA, EIB, FAO, ITU, OSAA, UNCTAD, UNDP, and the World Bank. Some informants consider the political will, stakeholder commitment, systemic coherence, and increased advocacy for ISID that UNIDO has mobilized during IDDA III to be a significant achievement, especially given the inherent challenges of multilateral diplomacy. Among other things, respondents noted that UNIDO has leveraged its institutional capacity to organize and/or support high-level advocacy efforts related to Africa's ISID. These efforts include the Africa Industrialization Day/Africa Industrialization Week, the IDDA III Focal Points initiative and high-level events at the UNGA. The events typically produce declarations, joint statements and communiques. To date, six (6) annual high-level events directly supporting the initiative have been held at UNGA since 2017. The seventh event is currently scheduled to be held on the side-lines of the Summit of the Future in September 2024. During the first Africa Industrialization Summit which was co-organized by UNIDO, AUC, AUDA-NEPAD, UNECA, and the Afrochampions Initiative, further support was garnered for the IDDA III Champions initiative. Under this initiative, high-level political leaders are appointed as ambassadors and advocates for industrialization.²⁴ To date, there have been 13 IDDA III Champions, all Presidents of AU Member States (Annex VII).

3.4.2 Support for evidence-based industrial policy

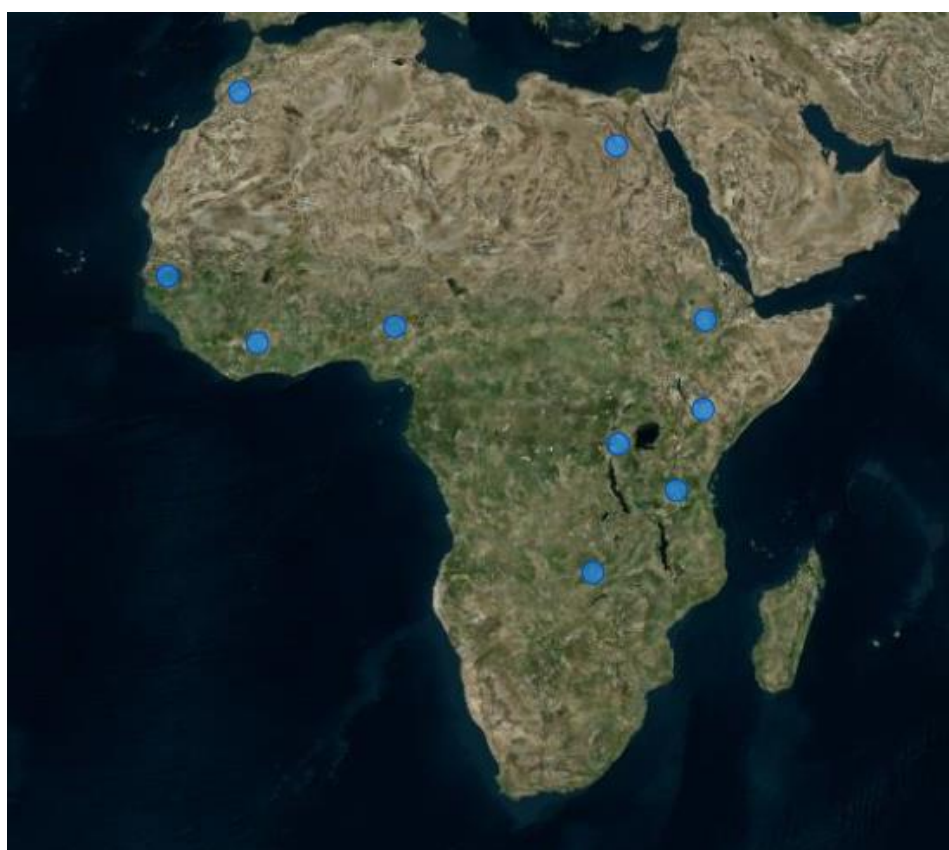
There was significant progress during IDDA III in terms of support for industrial policy, but there were also important setbacks. The mapping of activities reported in the IDDA III Annual Progress Report to the UNGA from 2017 to 2023 identified 45 activities related to strengthening governance, research and statistics in individual African countries; policy advice and institutional human capital development for the AUC; and policy advice and institutional human capital development for the secretariats of African RECs during IDDA III. The majority (69%) of the activities were linked to human capacity development, 20% to industrial policy formulation, 9% to trade capacity building and 1% to technology transfer. While these programmes were spread across Africa, country-level and regional programmes were more common in some countries and RECs, including Ethiopia, Mauritius, the EAC and SADC. In addition to this apparent geographical imbalance, some interviewees noted that most events organised during IDDA III so far are focused on experience sharing rather than providing technical support and dedicated training on industrial policy. Capacity for industrial policy and governance at the national level was also assessed by some to be only weakly influenced by IDDA III, as evidenced in multiplicity of disjointed policies and frameworks in many countries.

The participation of countries in the Programme for Country Partnerships (PCP) and Industrial Diagnostic Studies increased during IDDA III, reaching the target of 10 set in the

²⁴ In parallel with the IDDA III Champions initiative, H.E Mohamed Bazoum, former President of the Republic of Niger, was appointed as the first African Union Champion on Inclusive and Sustainable Industrialization and Productive Transformation during the Africa Industrialization Summit in Niamey in 2022. The AU Champion is to provide political leadership and awareness and ensure a follow-up on the progress regarding the industrial development on the continent, in order to achieve Africa's transformation under Agenda 2063.

Joint Roadmap. The PCP, UNIDO’s flagship programme to support accelerated ISID in participating countries, is founded on a multi-stakeholder partnership to ensure synergies between different interventions and maximize impact. Each programme is tailored to country needs and owned by the host government, focusing on priority industrial sectors and areas essential to the national development agenda. Thus, participation in the PCP suggests that a country is engaged in a contextualized, multi-stakeholder effort towards ISID. Data from UNIDO’s Annual Reports show that the number of African countries with a PCP had increased from only two (Ethiopia and Senegal) in 2016 to ten (10) by 2021, including Ethiopia, Senegal, Morocco, Côte d’Ivoire, Rwanda, Zambia, Egypt, United Republic of Tanzania, Nigeria, and Kenya.²⁵ An industrial diagnostic that helps to identify priority sectors has been conducted in six countries, namely: Egypt, Sudan, Côte d’Ivoire, Guinea, Zambia, and Rwanda.²⁶ The causal effect of IDDA III to the PCP expansion cannot be elicited from available data, and since the PCP is managed by its own dedicated team within UNIDO, it can be argued that the observed expansion would occur with or without IDDA III. In the best-case scenario, we may deduce that UNIDO’s advocacy during IDDA III contributed to awareness and potential uptake of the PCP, even if indirectly. In particular, the President of seven out of the 10 PCP countries (including Côte d’Ivoire, Ethiopia, Egypt, Senegal, Zambia, Kenya and Nigeria) are either currently serving or have served as IDDA III Champions (see Table 10 in Annex VII). What remains to be seen is how the participation of countries will evolve as there is currently a clear gap in Central and Southern Africa.

Figure 11: Countries that had PCPs, 2016-2023



Data source: UNIDO Annual reports (2016 – 2023)

²⁵ <https://www.unido.org/programme-country-partnership>

²⁶ <https://www.unido.org/resources-publications-publications-type/industrial-country-diagnostics>

3.4.3 Technical cooperation for ISID in Africa

During IDDA III, UNIDO increased its direct technical support for ISID in Africa, through coordinated events, advocacy efforts, support for implementation of AIDA and AU Agenda 2063, as well as extensive joint initiatives with international partners and DFIs. Since the start of IDDA III, UNIDO facilitated the development of several cognate joint projects, programmes and activities, including the Common African Agro-Parks Programme (CAAP) under the Comprehensive African Agriculture Development Programme (CAADP) and the West Africa Competitiveness Programme (WACOMP), among others. A partial mapping based on stakeholder data collected during the MTR and data on UNIDO portfolio in Africa identified over 700 of these joint programmes have been implemented since IDDA III started (Table 5). Several strategic documents have also been produced through international technical cooperation, sometimes with the direct involvement of UNIDO (Table 6) but many of them do not make direct reference to IDDA III.

Table 5: Number of technical cooperation projects

IDDA III Intervention Areas	UNIDO ISID Area	Frequency	Percent
Agribusiness value chain development	Advancing economic competitiveness	147	20.0
Productive diversification			
Technology transfer			
Special economic zones and industrial parks			
Public-private partnerships	Creating shared prosperity	211	28.7
Industrial policy			
Human capital development	Cross-cutting services	47	6.4
Trade capacity building			
Climate change	Safeguarding the environment	322	43.8
Renewable energy and energy efficiency			
Others		9	1.2
Total		736	

Data source: UNIDO

Table 6: A selection of strategic documents and reports produced during IDDA III

Programme/Strategy	Year	Organizations
Africa's Development Dynamics	annually since 2018	AUC, OECD
AU Strategy for SME-I Development in Africa	2019	AUC
AU Trade Facilitation Strategy	2019	AUC
Financing the Industrialization Agenda in Africa	2019	AUC, UNECA
Africa Quality Policy	2020	ARSO, AUC
Digital Transformation Strategy for Africa	2020	AUC
AU Commodity Strategy	2021	AUC
Africa Industrialization Index	2022	AfDB, UNIDO, AUC
Made by Africa: Creating Value through Integration	2022	AUC, ITC, EU

Source: Authors' compilation

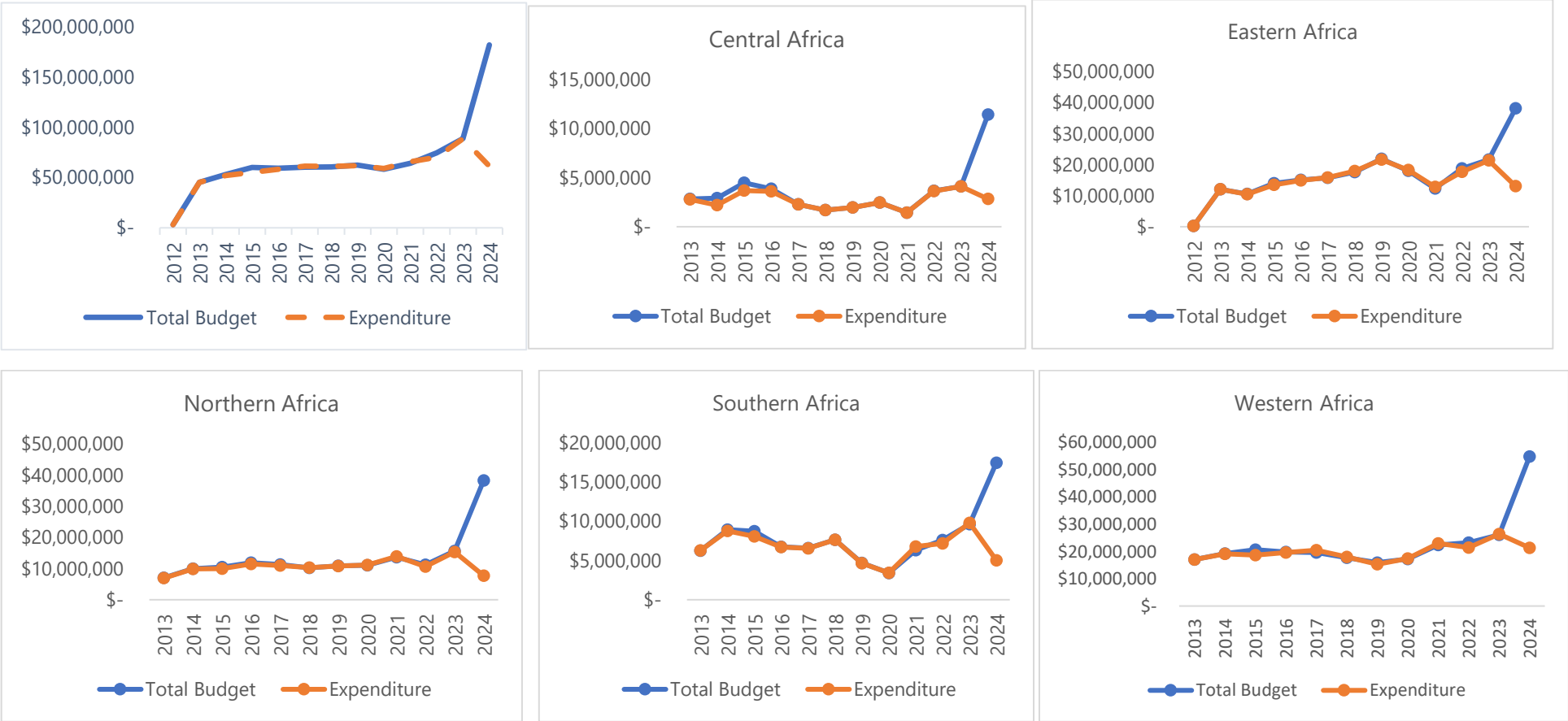
UNIDO has mobilized an increasing volume of funding from multiple stakeholders in support of technical cooperation in Africa. Data from the UNIDO Annual Reports show an increase in the amount of funds spent within technical cooperation, especially since 2020 (Table 7). This is driven mainly by increases in project spending in Eastern, Western and Southern Africa. While there generally is no noticeable difference in the trends before and during IDDA III, there is a remarkable rise in project spending between 2023 and 2024 across all regions (Figure 11). This rise is associated with an increased share of high-budget projects in 2024. In particular, annual average budget from 2016 to 2024 was about US\$ 79 million, a 95% increase from the average during the pre-IDDA period between 2012 and 2015. Moreover, while there were very few projects with a budget above US\$3 million before 2024 (there was only one of such in 2023, for instance), three projects in 2024 had a budget above US\$3 million, and one had a budget of US\$6 million. There is a concomitant increase in average spending, which rose by 68% from US\$ 39 million in 2012-2015 to US\$ 65 million in 2016-2024. However, as already mentioned, these funds are mobilized generally for ISID in Africa and stakeholders other than UNIDO do not often associate them with IDDA III.

Table 7: UNIDO's technical cooperation portfolio in Africa, 2017-2023

Year	Technical Cooperation Expenditure (million USD)	Sources of Expenditure (million USD)				
		Member States	European Union (EU)	Global Environment Facility (GEF)	Multilateral Fund (MLF)	Others
2017	54.6		19.97	15.83	2.25	16.57
2018	38.6	10.02	20.4	1.9	0.94	5.38
2019	45.7	22.4	6.99	12.87	1.16	2.23
2020	36.2	9.99	15.24	5.34	0.74	4.88
2021	57.1	22.95	16.76	11.07	2.16	4.17
2022	73.1	22.05	17.26	20.35	7.38	6.09
2023	67	13.9	16.4	27.18	2.21	7.33

Source: UNIDO Annual Reports, 2017-2023

Figure 12: Trends of funding for technical cooperation in ISID before and during IDDA III



3.4.4 Strategic partnerships and resource mobilization for industrialization

IDDA III facilitated strategic partnerships but not so much in resource mobilization. As already shown above, technical cooperation and stakeholder partnerships for ISID in Africa increased, particularly due to UNIDO's relentless advocacy. A mapping of strategic partnerships and resource mobilization from the SG Annual Reports indicates that a large share of strategic partnerships and resource mobilization efforts consisted of country-level partnerships with UNIDO. Beyond UNIDO, several other stakeholders, notably the AfDB, invested significantly in industrialization through direct country-level operations, particularly in the context of its High 5 Priorities. Several regional stakeholders, especially the RECs, developed strategies for industrial development and increased their engagement with their Members States. Despite the increased partnerships, resource mobilization was not particularly successful within countries and at RECs level. For instance, contrary to the target set in the Joint Roadmap, most African countries still have a gross expenditure on R&D below the target of 1% set in the Joint Roadmap. The heaviest spenders, South Africa and Ethiopia, committed between 0.6 and 0.7% of GDP in 2019.²⁷

3.4.5 Creation and dissemination of advocacy tools

IDDA documentation is extensive but not well-owned by the relevant stakeholders. As earlier mentioned, a comprehensive set of programme documentation on IDDA III exists, including a set of comprehensive documentation including two roadmaps, seven (7) annual reports, a mid-term review report, among others (see Annex VI). The first Africa Industrialization Summit, during which the Africa Industrialization Champions initiative received renewed impetus and the AU Champion on ISID and Productive Transformation was appointed, held successfully in 2022. Based on these and similar advocacy activities, one key informant mentioned that *"without IDDA III, industrialization is unlikely to be as popularized as it currently is in Africa."* However, the series of interviews, correspondence and informal conversations that were undertaken as part of this evaluation suggest clearly that many stakeholders are unfamiliar with IDDA III, have neither seen nor read the Joint Roadmap and are uninformed about the status of the Steering Committee. A quick search on the websites of selected steering committee members, including AUC, AfDB, and AUDA-NEPAD barely returned any results.

Knowledge management of IDDA III is weak. Most stakeholders were unaware of a repository of information on IDDA III. Thus, despite the broad array of documentation, including the multiple editions of the annual SG report to the UNGA which collates input from implementing partners, critical information about IDDA III progress and achievements remains obscure. The lack of a repository obscures these crucial efforts and other IDDA III activities. Moreover, this evaluation found that some key information regarding IDDA III was not up to date. For example, during data collection, it was found that some focal points had outdated contact details, with several having retired or changed portfolios. This is a factor that may have led to challenges in communication and coordination. This issue was previously identified in the MTR, but this evaluation found no evidence that the recommendation has been implemented.

3.4.6 Cross cutting issues

This evaluation found evidence that gender equality and inclusiveness have been considered during IDDA III implementation. For instance, UNIDO's efforts under IDDA III

²⁷ Based on latest available official estimates. See Table 2.2 in AUDA-NEPAD, 2019.

have included initiatives like the “Women economic empowerment for inclusive and sustainable growth” programme in Egypt, which aimed to enhance women's participation in industrial sectors by providing training and access to resources. It was implemented through a consortium led by UN Women in collaboration with UNIDO. Several other projects and programmes, including the continent-wide Common Africa Agro-Parks Programme (CAAP) and the Leather Initiative for Sustainable Employment Creation (LISEC) in Ethiopia, included explicit considerations for empowerment of women, youth and SMEs. However, the integration of inclusivity considerations has not been consistent across all programmes and countries, understandably because it is often implicit in their implementation. This is particularly true of events and sector-wide projects, some examples of which include “Capacity building to upgrade the livestock value chain in Ethiopia”, “Building competitiveness for exports in Mozambique for the selected value chains”, “Strengthening the quality compliance capacity of the honey value chain for greater market access”, and “Resilience of agropastoral populations in eastern Sudan.”

The emergence of new projects and initiatives on renewable energy and environmentally friendly production during IDDA III signals a renewed interest in green industrialization. A good example is the ambitious pan-Africa “Africa Green Growth Strategy” which aims to integrate environmental sustainability into industrial development by promoting eco-industrial parks and renewable energy projects. While progress is made in some countries like Morocco (the Ouarzazate Solar Power Station) and United Republic of Tanzania (ban on single-use plastic), challenges remain in countries with weaker regulatory frameworks, where environmental impact assessments (EIAs) are either not rigorously conducted or poorly enforced. For instance, in Zambia and Nigeria, mining projects have often proceeded without thorough environmental evaluations, leading to significant ecological degradation.

3.4.7 Implementation of MTR recommendations

The recommendations of the MTR are not fully implemented by UNIDO and other stakeholders. Table 8 provides an overview of the key actionable recommendations made in the MTR and an evaluation of the extent of implementation. Other than the PCP programme, an ongoing initiative that responds to the analysis of industrialization gaps and needs in participating countries, most of the MTR recommendations were either not implemented at all or only partially implemented.

Table 8: Implementation status of the main recommendations from the mid-term review (MTR)

Main recommendation	Description	Specific actions	Status of implementation
Improve data collection and utilization	Address the limited availability of relevant data by developing a comprehensive database to support effective policymaking, planning, and monitoring for IDDA III.	<p>UNIDO: Lead and oversee the monitoring, reporting, and implementation of strategic continental programs under IDDA III and AIDA, ensuring their alignment with the overall objectives.</p>	<p>Significant progress was made in implementing this recommendation. Stakeholders were regularly contacted to provide input into annual IDDA III implementation reports. Several joint strategies and programmes were also developed with key stakeholders, including the RECs. The main limitation that remains is the lack of UNIDO leadership in creating the recommended database.</p>
		<p>Development partners: Provide financial resources and technical expertise necessary to design, develop, and operate a comprehensive database to support IDDA III’s effective implementation.</p>	<p>UNIDO successfully mobilized significant funding from stakeholders for various strategic programmes, but this evaluation did not find any evidence that the creation of an IDDA III database was prioritized. The closest (but not substitute) achievement to this recommendation is the collaboration between AfDB, AUC and UNIDO to produce the first Africa Industrialization Index in 2022.</p>
		<p>African countries: Actively engage and contribute to the development and operation of the IDDA III database and strategic programs, ensuring alignment with national priorities and maximizing the benefits from these initiatives.</p>	<p>For the annual reports compiled by UNIDO, input is solicited from African stakeholders, notably the AUC, AfDB, Afreximbank, BADEA, AUDA-NEPAD and the RECs. However, this evaluation did not find any evidence of discussions around an IDDA III database.</p>
Strengthen synergy and coordination in strategic programmes	Enhance the impact of development efforts by increasing synergy and coordination among programs and projects, particularly in trade, regional	Identify and assign development partners and international organizations with strong institutional capacity in specific strategic areas to lead efforts in those areas	<p>The Steering Committee and Expert Working Group, both of which did not function as prescribed in the Joint Roadmap. The Expert Working Group was nominally and functionally substituted with the Focal Points initiative. Beyond that, this evaluation did not find evidence of coordination as recommended. Different organizations have implemented programmes, projects and interventions with UNIDO or</p>

integration, and infrastructure development.		sometimes directly with regional and national stakeholders in Africa. UNIDO also actively engaged with national and regional stakeholders to develop joint projects, programmes and strategies. Admittedly, some organizations lead certain areas of activities based on their self-identified strengths, but this was not driven by an explicit coordination mechanism.
	Agencies leading the development of strategic continental programs must coordinate effectively with relevant continental bodies and partner agencies to support sustainable industrial development across Africa.	This evaluation did not find evidence that led agencies or organizations were explicitly identified for different strategic areas. There has, therefore, been a multiplicity of projects, programmes and initiatives that sometimes overlap.
	Ensure that strategic continental programs are designed to complement national initiatives, enhancing synergy, resource efficiency, and investment returns.	By design, IDDA III is coherent with continental strategies including the AU Agenda 2063. Despite UNIDO's efforts, projects and initiatives from the international community sometimes are more focused on the donor's priorities and are not always aligned with regional and national priorities.
	The Technical Working Group, co-chaired by the African Union Commission and UNIDO, should provide essential guidance for the identification, development, and implementation of strategic continental programs.	The Steering Committee and Expert Working Group were never formalized.
	Conduct a comprehensive assessment of existing gaps and challenges in African industrialization to inform the development and implementation of strategic continental programs.	The PCP is UNIDO's flagship for achieving this, and the participation rate of countries has increased, albeit skewed towards Eastern and Western Africa.
	Implement life cycle management principles in industrial infrastructure projects to ensure sustainable outcomes, minimize stranded assets, and reduce public expenditure stress.	Available information was not sufficient to assess the implementation of this recommendation.

Key	Not implemented	Ongoing	Partial implementation	Implemented
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3.5 Challenges and Opportunities during the Implementation of IDDA III

Several factors combine to create a compelling environment for industrial development to flourish in Africa, but various weaknesses and threats counterbalance the strengths and opportunities (Figure 13). IDDA was created to tip this balance in favour of ISID in Africa.

The young and growing population can be a major asset if harnessed properly through education and skill development. Africa's rich natural resources provide a strong foundation for industries such as mining, energy, and agro-processing. Many African governments are now implementing policies to promote industrialization, including special economic zones, industrial parks, and incentives for foreign direct investment.

IDDA III has also facilitated an emphasis on industrialization and economic transformation. These have spurred some regional and country-level actions that include initiatives to develop infrastructure, improve the business environment, and support Small and Medium Enterprises (SMEs) (some success stories are provided in the next section). As one interviewee noted, *“there has been a significant shift from focusing on trade to emphasizing value-added manufacturing over the past decade.”*

Figure 13: Strengths, weaknesses, opportunities and threats of industrialization in Africa

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relevance and coherence of IDDA III: The programme aligns with key continental and global frameworks. • Broad stakeholder engagement: Efforts were made to involve a wide range of stakeholders from the early stages of the programme. • Increased ISID awareness: IDDA III succeeded in elevating Africa’s Inclusive and Sustainable Industrial Development (ISID) on the political agenda • Institutional advocacy: Establishment of high-level advocacy platforms, including the IDDA III Focal Points Initiative and the Africa Industrialization Summit. • Growth of technical support: Significant increase in technical assistance for ISID from UNIDO and international partners • Rich documentation: Rich and extensive documentation on IDDA III and other aspect of ISID in Africa (e.g. the first Africa Industrialization Index) 	<ul style="list-style-type: none"> • Weak visibility and stakeholder ownership: Despite efforts, there was poor name recognition for IDDA III and weak ownership by stakeholders • Coordination challenges: The absence of a Joint Secretariat hindered coordination between stakeholders and international development platforms. • Limited financial resources: IDDA III lacked dedicated funding, which significantly affected its implementation. • Weak knowledge management: Despite availability of extensive documentation, the lack of an IDDA III database hindered effective knowledge management. • Limited technical capacity: Many African stakeholders, including RECs and the AUC, faced staffing challenges, particularly in industrialization, leading to inadequate implementation of policies and initiatives.
Opportunities	Threats
<ul style="list-style-type: none"> • Youthful demographic: Harnessing the growing young population through education and skill development. • Rich natural resources: Leveraging resources for industries such as mining, energy, and agro-processing. • Manufacturing growth: Increasing focus on manufacturing exports and industrial diversification. • Economic resilience: Strong post-COVID recovery and high GDP growth rates. • Rising intra-African trade: AfCFTA prospects enhancing market integration and trade. • Policy initiatives: Implementation of national policies, SEZs, and industrial parks to promote FDI and several cognate policies, plans and programmes. 	<ul style="list-style-type: none"> • Economic vulnerabilities: Vulnerability to global economic fluctuations, commodity price shocks and other emerging global challenges such as health crises and climate change • Political instability: Pockets of ongoing political instability deters investment and industrial growth. • Infrastructural and financial deficits: Significant gaps in transportation, energy, and digital infrastructure coupled with limited access to finance. • Gaps in education and skills: Gender gaps and low human capital development impact workforce skills. Skills mismatch with industry needs. • Low per capita GDP: Despite growth, Africa's per capita GDP remains the lowest among world regions.

Source: Authors’ compilation

However, several setbacks to IDDA III implementation were identified in the course of this evaluation.

- Unequal support and effectiveness across the Regional Economic Communities (RECs) were noted, which is attributed to variations in stakeholders’ priorities, the relative size of RECs (number of countries within each REC), and the political complexities within each REC.

- The ownership and effectiveness of REC-level leadership, particularly their ability to lobby and negotiate with development partners, was found to be inconsistent.
- The history and evolution of RECs play a critical role in shaping their current focus and capabilities. For instance, SADC's initial motive was more aligned with peace and security, COMESA focused on private sector development, and EAC prioritized economic growth. These differing foundational goals send varied signals to development partners and DFIs and affect their support and engagement.
- Technical capabilities within RECs were also highlighted as a concern. Many RECs are poorly staffed in areas of industrialization relative to trade, and there are issues with staff qualifications.
- Logistical and structural challenges arise from the creation of large portfolios within stakeholders. For example, effective implementation of policies, programmes and initiatives is hindered by a low staff-portfolio ratio, that is, the number of personnel available to manage each portfolio of activities. For instance, in several RECs, the mining, trade and industry portfolios are merged and understaffed. One interviewee observed that the situation in the RECs is a reflection of the AUC where economic development, tourism, trade, industry and mining are managed in the same unit.
- The non-functionality of the Steering Committee and the Expert Working Group created a deficit in stakeholder coherence. For example, some interviewees suggested the need for more alignment between interventions and the needs of beneficiary countries or RECs.
- The lack of a Joint Secretariat to enhance coordination and to leverage synergies between IDDA III and international development platforms like TICAD, FOCAC, BRICS, the EU-AU Partnership, G20, and G7 has placed a heavy burden on UNIDO. In IDDA I and II, the Joint Secretariat provided a cohesive framework that aligned activities, fostered stakeholder collaboration, and ensured effective and efficient implementation of initiatives. It played a crucial role in driving these initiatives forward by streamlining communication, resource allocation, and overall management.
- Several stakeholders were not adequately aware of IDDA III. Compared to other initiatives like the SDGs, IDDA III has poor popularity and awareness.
- Limited financial resources were devoted to IDDA III implementation within UNIDO. Unlike IDDA II, which received biennial allocations of around US\$10 million to UNIDO, IDDA III has not received financial input into UNIDO from any source, including the UN Secretariat. The only two exceptions are contributions from Japan (US\$1 million) and China (posting two partner experts to the IDDA III Secretariat) and. The IDDA II mid-term evaluation in 1997 already found the biennial allocation to be grossly inadequate to support the programme.

3.6 Success Stories and Lessons Learned from the Implementation of IDDA III

Three examples of successful activities are highlighted in Boxes 1-3 below. While it is challenging to establish strong causal links between IDDA III and these cases, they all demonstrate that ISID in Africa benefits from stakeholder partnerships and a renewed commitment to industrialization, the two areas where IDDA III has been most successful. These cases also highlight three crucial lessons from the implementation of IDDA III, which

may be worth repeating even if they seem obvious given their relevance for future programmes:

- i. Mobilizing investment in high-quality infrastructure takes time but it is crucial for industrial development, economic growth, and job creation. Such investments provide the necessary foundation for businesses to thrive, attract foreign direct investments, and enhance local employment opportunities. Reliable energy supply is particularly foundational.
- ii. Securing the commitment of strategic local partners is a critical success factor. By design, the PCP is supported from the highest level of the beneficiary country. Similarly, the Africa Industrialization Summit gained the attention of senior political leaders across African countries.
- iii. The success of multi-stakeholder partnerships is significantly influenced by the involvement of local stakeholders. In the specific case of the Summit, the apparent success rests majorly on the facilitating role of the AUC.

Box 1: Two success stories from the PCP

Ethiopia and Senegal were the first African countries included in the PCP. Their programmes were launched in 2015, just before the start of IDDA III. Since then, the PCPs have yielded some positive outcomes, two of which are summarized below.

1. **Hawassa Industrial Park, Ethiopia**

The Hawassa Industrial Park, inaugurated in 2016, is one of the flagship projects under Ethiopia's PCP. It focuses on the textile and garment industry, aiming to make Ethiopia a global hub for textile manufacturing.

- **Job Creation:** The park has created over 25,000 jobs, with a significant proportion of employees being women. This has had a positive impact on local communities by providing stable employment opportunities.
- **Revenue:** in the three months between October 2022 and January 2023, the park generated 32 million USD in revenue.
- **Export Growth:** The industrial park has significantly boosted Ethiopia's export capacity. Major international brands like PVH Corp, which owns Tommy Hilfiger and Calvin Klein, have set up production units in the park, leading to a substantial increase in garment exports.
- **Sustainability:** The park is designed to be environmentally sustainable, with a zero-liquid discharge facility that recycles 90% of the water used in the textile production process.

The success of the Hawassa Industrial Park has set a benchmark for industrial development in Ethiopia. It showcases how strategic investments in infrastructure can drive economic growth and create jobs. One of the most important success factors is the high-quality technical support through the PCP.

Sources: Zhang et, 2018; Ethiopian Embassy in the UK, 2017

2. **Diamniadio Industrial Park, Senegal**

The Diamniadio Industrial Park is a key project under Senegal's PCP. Its focus is on diversified manufacturing sectors including agribusiness, automotive, and construction materials.

- **Infrastructure Development:** The park has provided world-class infrastructure, attracting numerous local and international companies to set up operations.

- Investment: Significant foreign direct investment (FDI) has been attracted to the park. Companies from China, Turkey, and other countries have invested in various manufacturing units, contributing to economic diversification.
- Employment and skills development: Thousands of jobs have been created, with a strong emphasis on skills development programs to enhance the employability of the local workforce.

The Diamniadio Industrial Park has become a critical driver of Senegal's industrialization strategy, contributing to economic diversification and reducing dependence on traditional sectors like agriculture.

Sources: AfDB, 2022; Arthur, 2018

Box 2: Africa Industrialization Summit

There are several important outcomes of the Africa Industrialization Day during the IDDA III implementation period. Interviewed stakeholders indicated a renewed commitment towards celebrating the Day. This commitment went beyond just a single day, with the event transforming into a week-long celebration.

Perhaps the most significant outcome was the first-ever African Industrialization Summit held in Niamey, Niger, from November 20th to 25th, 2022. This summit, facilitated by UNIDO, AUC, AUDA-NEPAD, UNECA, and the Afrochampion Initiative, was titled "Industrializing Africa: Renewed Commitment towards Inclusive and Sustainable Industrialization and Economic Diversification." It showcased Africa's renewed focus on industrialization as a key driver of economic growth and development, aligning with both Agenda 2063 and Agenda 2030.²⁸

The declaration from the Summit emphasized the importance of Agenda 2063 and the African Continental Free Trade Area (AfCFTA) in fostering sustainable industrial growth, economic resilience, and structural transformation. Key points include enhancing value addition to African commodities, supporting digital transformation, developing resilient energy systems, and promoting green industrialization. Furthermore, the declaration also highlighted the need for intellectual property protection, improving health and pharmaceutical industries, and leveraging the 4th Industrial Revolution for ISID. Member states and regional organizations were urged to support policies and initiatives that facilitate industrialization, such as the development of Special Economic Zones (SEZs), improving access to finance, and fostering innovation and entrepreneurship. The declaration called for stronger cooperation to tackle challenges like climate change, the COVID-19 pandemic, and global economic disruptions. Additionally, the summit underscored the critical role of the private sector and diaspora investment in driving economic transformation. The AUC committed to mobilizing resources, enhancing skills development, and strengthening institutions to achieve these goals.

Sources: Key Informant Interviews and UNIDO documents

²⁸ <https://www.unido.org/AIW2022#:~:text=1,Agenda%202063%20and%20Agenda%202030>

Box 3: Progress in Kenya under IDDA III

With the support of UNIDO, Kenya made noticeable progress in its industrialization efforts under IDDA III. A key initiative demonstrating this progress is the Kenya self-starter PCP, launched in September 2021. To date, this is the only self-starter PCP. The initiative, driven by the Kenyan government in collaboration with UNIDO, has seen proactive resource mobilization, including stakeholder meetings that have catalysed the development of key projects such as the Integrated Agro-Industrial Park (IAIP) in Nyamira County and the County Aggregation and Industrial Parks (CAIPs) project. These projects are designed to enhance agricultural productivity, spur manufacturing, and reduce post-harvest losses, thereby boosting local economies and fostering national industrialization. In 2023/24 financial year, the Kenyan government committed over Kshs. 9.4 billion for establishing the initial 18 CAIPs across Kenya's counties, with plans to expand to all 47 counties within three years.

In 2023, the Kenya Industrialization Conference brought together stakeholders from academia, industry, and policymaking to formulate strategies for making Kenya a competitive manufacturing hub in Africa. The conference emphasized the importance of the AfCFTA in Kenya's industrial strategy and underscored the government's commitment to enhancing the manufacturing sector's contribution to GDP, which it aspires to increase from 7.2% in 2021 to 20% by 2030.

In the area of renewable energy, Kenya is taking the lead in the Africa Green Industrialization Initiative, which was convened by Kenya's President William Ruto at COP28. The initiative expands on the UAE's existing USD 4.5 billion 'Africa Green Investment Initiative,' which targets financing 15 GW of renewable energy capacity in Africa by 2030 and aims to drive catalytic investments in the continent's green industrialization. Since its launch, the initiative has attracted significant international investment in green industries. At the COP28 event, several deals were announced, amounting to \$4.21 billion, including projects like the \$1.5 billion agreement with Fortescue Future Industries to generate green ammonia locally and a \$1 billion partnership with Masdar for a 300MW geothermal project.

Sources: Key Informant Interviews and official documents

3.7 Looking Ahead: Input into Negotiations about IDDA IV

This evaluation identified the following points as relevant for discussions about a possible successor for IDDA III. Most stakeholders that were consulted during this evaluation consider IDDA III successful to varying degrees and saw the need for a successor initiative. This successor should, however, be radically different from IDDA III in specific ways and adhere to the ECOSOC Guidelines for International Decades, notably by allowing sufficient time between the proclamation of the decadal plan and the start of its implementation. More specifically, there is a need for:

- i. **Enhanced African ownership:** One of the main setbacks of IDDA III is the low level of ownership by the most important African stakeholders, notably the AUC and AUDA-NEPAD, despite their consistent participation in events, projects, interventions and initiatives. A successor initiative would be more effective if coordinated by the AUC as the political lead, AUDA-NEPAD as an implementing lead and UNIDO as a technical partner and facilitator. This requires honest and open political conversations about how to harmonize parallel initiatives, to forestall the parallel existence of similar framework initiatives like AIDA and IDDA III. Once this level of harmony is achieved, it becomes easier to co-create a multi-stakeholder Joint Secretariat for programme implementation.

- ii. **Stronger governance and coordination:** One of the recurring themes from the interviews was the need for more effective governance and coordination. The Steering Committee and Expert Working Group established under IDDA III lacked functionality and regular engagement, which hindered progress. For a successor initiative, it is essential to establish robust governance structures with clear roles, regular meetings, and accountability mechanisms to ensure effective oversight and coordination among all stakeholders. Efforts made by different development partners will be significantly more impactful if they complement rather than substitute one another.
- iii. **Enhanced resource mobilization and financial commitment:** Resource limitations were a significant challenge during IDDA III. Stakeholders highlighted the need for dedicated funding and innovative financing mechanisms to support common activities such as meetings and events. For a successor initiative, priority should be given to providing dedicated funding to relevant personnel and to securing explicit funding commitments from both international and regional partners.
- iv. **Capacity building and technical support:** There was a noted deficiency in dedicated workshops and technical support aimed at enhancing the capacity for industrial policy and governance within RECs and at the country level. Going forward, a stronger emphasis on capacity building tailored to the specific needs of all relevant stakeholders involved in the IDDA including of RECs, countries and the private sector is crucial.
- v. **Stronger synergies and complementarity with existing plans, programmes and initiatives.** Implementation of IDDA III was hindered, among other factors, by the limited coherence of several co-existing plans, programmes and initiatives at the international, continental, regional and national levels. To avoid disjointedness, a future initiative should have strong linkages with key continental initiatives such as the African Continental Free Trade Area (AfCFTA), the Programme for Infrastructure Development in Africa (PIDA), and the Accelerated Industrial Development for Africa (AIDA). The programme of action should also be integrated into national and regional development plans. This involves aligning strategic objectives, ensuring coherent programme implementation, and leveraging each initiative's strengths to enhance overall impact. Establishing a multi-stakeholder Joint Secretariat will help to drive the synergies and complementarity.
- vi. **A focused programmatic approach:** A successor programme to IDDA III needs to take a programmatic approach that is premised upon rigorous needs analysis across countries and RECs. This will facilitate the setting of priorities to which all stakeholders can commit. Running a few mutually-reinforcing projects and activities with high impact could be more beneficial than having a multiplicity of isolated activities across stakeholders.
- vii. **Robust Monitoring and Evaluation framework.** Establish clear metrics for monitoring and evaluating progress, conduct regular reviews to assess effectiveness, address challenges, and make necessary adjustments. Additionally, the gathered information can contribute to the Secretary-General's report on the implementation of IDDA III's successor.

4 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

IDDA III was a response to the demands of African governments and stakeholders, and it remained relevant throughout its implementation period so far. Despite its ambitious scope and the significant challenges posed by the COVID-19 pandemic, IDDA III delivered notable outcomes across its strategic objectives, including maintaining the industrialization agenda at the highest political levels, scaling up technical cooperation, and strengthening partnerships and resource mobilization.

IDDA III was most successful under its Strategic Objective 1, where it successfully kept the industrialization of Africa high on the political and developmental agenda. This was achieved through numerous high-level meetings and fora, leading to concrete commitments from governments and development partners to support African industrialization. The establishment of platforms for dialogue on IDDA III facilitated sustained political buy-in at both regional and global levels. Partial success was achieved in all other Strategic Objectives.

Overall, this evaluation found the implementation of IDDA III to require a number of areas for improvement (as summarized in Figure 14). The initiative made some progress in promoting industrial development but fell short of its full potential due to various operational and contextual challenges.

Furthermore, this evaluation is unable to make strong causal inferences regarding the impact of IDDA III on different dimensions of ISID in Africa. This is due to two reasons. First, IDDA III has few clearly defined benchmarks or targets against which progress could be objectively measured. The Joint Roadmap lists six strategic objectives and 18 strategic action areas but nearly all do not have a quantitative target. Second, the nature of IDDA III as a multi-stakeholder programme implied that several activities occurred simultaneously, often without clear reference to IDDA III.

4.2 Recommendations

Recommendation 1: If IDDA III were to continue to serve as a priority or flagship, then the coordinating role within UNIDO would need to be stronger and more functional.

- UNIDO should allocate adequate resources, personnel and skills to both coordinate the various IDDA III stakeholders as well as to serve as a knowledge manager.
- The next IDDA should ensure the setting of specific, measurable, achievable, realistic and time-bound (SMART) targets.
- UNIDO should ensure enhanced ownership and commitment from the AUC before starting a subsequent IDDA. AUC should be in the driver's seat of a potential IDDA IV, as a pre-requisite.

Recommendation 2: As a matter of priority, UNIDO should spearhead the creation of an IDDA III database to enhance improved documentation of progress and milestones, tracking the targets, and offering a clear sense of what is needed to ensure IDDA III achieves its objectives.

- The scope of the database should be specific to its purpose to avoid unnecessary complexity and ensure timely responses from input providers.
- The architecture should align with its purpose and scope, be user-friendly, and incorporate efficient data processing software to facilitate decision-making and information exchange.

Recommendation 3: UNIDO should further integrate its scattered interventions and take a programmatic approach in subsequent initiatives.

- Incorporate the PCP approach and its features to the possible next phase of IDDA.
- The PCP is currently concentrated in the East, West and North of Africa, possibly reflecting advocacy deficit in the other regions. This raises the need to proactively advocate for more PCPs in these regions.
- UNIDO should facilitate the process of identifying lead agencies, organizations or development partners in each strategic area, who will lead activities in that area.
- The lead agencies should be coordinated through regular communication, to synergize the impressive number of programmes and projects implemented in the same strategic areas in several individual countries and regions.

4.3 Management Action Plans (MAPs)

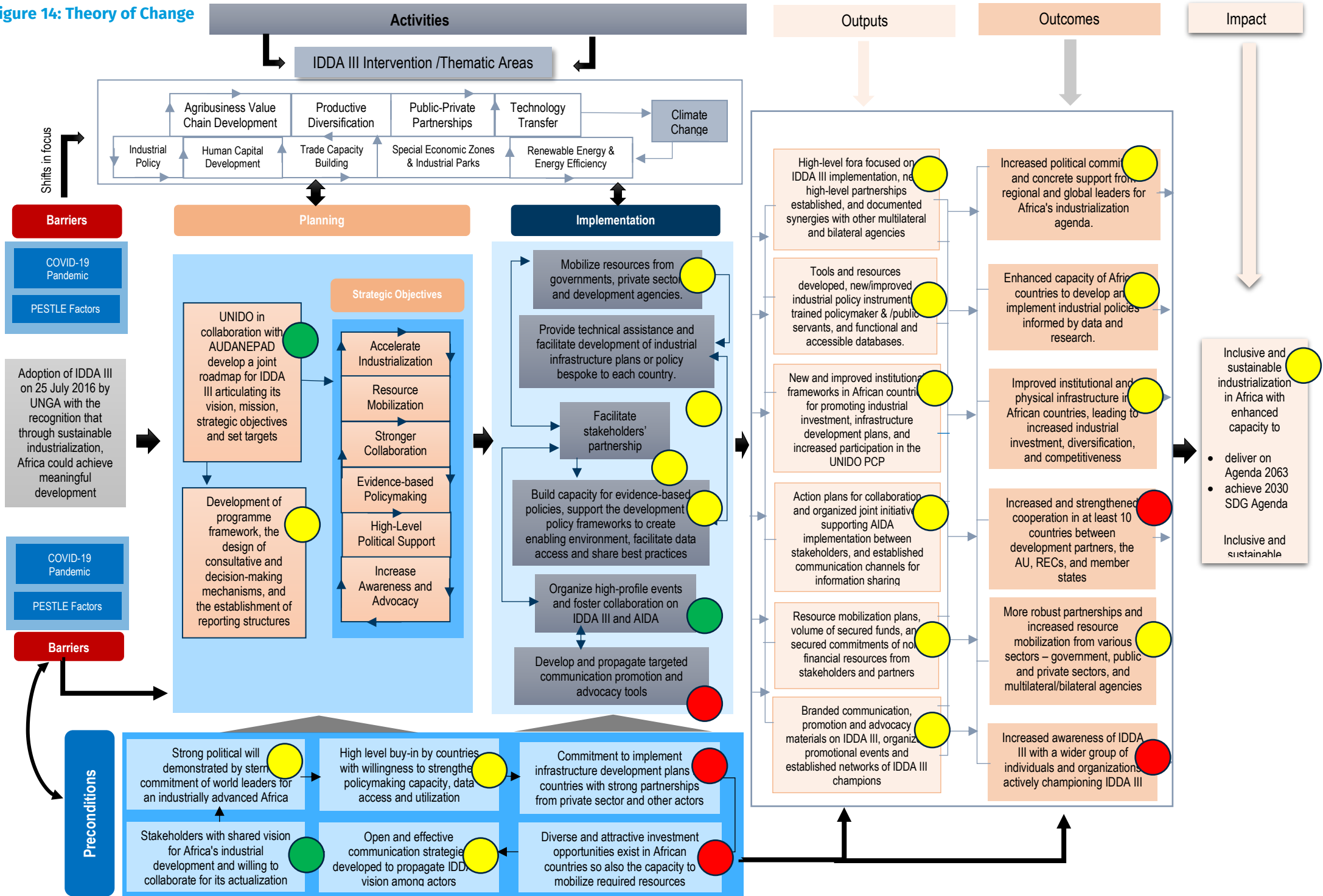
Finding/issue/Recommendation:	
<p>Recommendation 1: If IDDA III were to continue to serve as a priority or flagship, then the coordinating role within UNIDO would need to be stronger and more functional.</p> <ul style="list-style-type: none"> • UNIDO should allocate adequate resources, personnel and skills to both coordinate the various IDDA III stakeholders as well as to serve as a knowledge manager. • The next IDDA should ensure the setting of specific, measurable, achievable, realistic and time-bound (SMART) targets. • UNIDO should ensure enhanced ownership and commitment from AUC before starting a subsequent IDDA. AUC should be in the driver seat of a potential IDDA IV, as a pre-requisite. 	
Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> • Prepare a new project document for the implementation of IDDA III, covering the remaining period plus an additional year, and request RPTC/SRA funding. This will ensure a proper closure of IDDA III, including a comprehensive knowledge-sharing component. • Convene at least four consultative meetings with IDDA III stakeholders to ensure ongoing collaboration and alignment on objectives. • Engage in consultations with ECOSOC to clarify the necessary steps and procedures for the proclamation of a new IDDA, ensuring a smooth and timely process. • Commit to adhering to ECOSOC Guidelines for International Decades, ensuring adequate time between the proclamation and the start of the new Decade. This will allow for the development of a comprehensive Programme of Action, complete with SMART targets, to guide the future IDDA. • Obtain a high-level joint decision with AUC on the negotiation roadmap for the successor to IDDA III, with clearly defined roles, responsibilities, and resources.
Responsibility	GLO/RFO/AFR in cooperation with NYO
Timing	Q1 2025

Finding/issue/Recommendation:	
<p>Recommendation 2: As a matter of priority, UNIDO should spearhead the creation of an IDDA III database to enhance improved documentation of progress and milestones, tracking the targets, and offering a clear sense of what is needed to ensure IDDA III achieves its objectives.</p> <ul style="list-style-type: none"> • The scope of the database should be specific to its purpose to avoid unnecessary complexity and ensure timely responses from input providers. • The architecture should align with its purpose and scope, be user-friendly, and incorporate efficient data processing software to facilitate decision-making and information exchange. 	
Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> • Approve the development of an IDDA Database as a key component of the African Industrial Observatory (AIO) and take the lead in driving its creation, ensuring it supports informed decision-making and progress tracking for industrial development in Africa. • Mobilize the necessary resources (estimated at USD 500.000) for the development and operationalization of the IDDA III Database, ensuring its sustainability and functionality. • Implement the IDDA III Database project within the framework of the African Industrial Observatory (AIO), integrating it as a vital tool for monitoring and supporting industrial growth across the continent.
Responsibility	GLO/RFO/AFR in cooperation with IT and SPP/IPS
Timing	Q4 2025

Finding/issue/Recommendation:	
<p>Recommendation 3: UNIDO should further integrate its scattered interventions and take a programmatic approach in subsequent programmes.</p> <ul style="list-style-type: none"> • Incorporate the PCP approach and its features into the possible next phase of IDDA, and, hence, ensure equitable expansion of PCPs. • The PCP is currently concentrated in the East, West and North of Africa, possibly reflecting advocacy deficit in the other regions. This raises the need to proactively advocate for more PCPs in these regions. • UNIDO should facilitate the process of identifying lead agencies, organizations or development partners in each strategic area, who will lead activities in that area. 	

<ul style="list-style-type: none"> The lead agencies should be coordinated through regular communication, to synergize the impressive number of programmes and projects implemented in the same strategic areas in several individual countries and regions. 	
Elements for MAPs	Management Action Plan
	<ul style="list-style-type: none"> Following the future UNIDO Country Programming approach, advocate for the inclusion of the PCP approach throughout the negotiation process, ensuring its full integration into both the resolution and the Programme of Action for the next phase of IDDA. Increase awareness of the PCP model in Central and Southern Africa by actively engaging with governments, regional organizations such as SADC and ECCAS, and key development partners. Develop a comprehensive programmatic framework to streamline and coordinate interventions across each key action area of the UNIDO Strategy for Africa. Implement the African Union Summit action plan on industrialization.
Responsibility	GLO/RFO/AFR
Timing	Q4 2025

Figure 14: Theory of Change



Source: Authors' compilation

● Not successful ● Partially successful ● Successful

5 LESSONS LEARNED

- Regular and meaningful engagement with all stakeholders, including SMEs, local governments, and communities, is essential but difficult in a multi-stakeholder programme like IDDA III.
- Stakeholders do not always share values, perceptions and goals even if it appears so on the surface; thus, stakeholders' roles and responsibilities must be explicit.
- Stakeholder engagement is a continuous process. Continuous engagement fosters trust, cooperation, and a sense of ownership among stakeholders, leading to better project outcomes. Structured platforms like the Steering Committee or Expert Working Group can facilitate ongoing communication and collaboration.
- Projects must be designed with a deep understanding of local contexts and ensure local ownership and participation, so that interventions will be relevant and sustainable in the long term. Engaging local communities and stakeholders from the outset can enhance buy-in and support.
- Effective strategies for resource mobilization and management are critical for the sustainability and success of industrial projects.
- Regular, systematic Monitoring and Evaluation (M&E) including a regular update on achievements is needed to highlight successes and key milestones.

6 ANNEXES

Annex I: Terms of Reference

Annex II: Evaluation Matrix

Annex III: List of Documents Reviewed

Annex IV: List of Persons Consulted

Annex V: Primary Data Collection Instruments

Annex VI: Review of Official IDDA III Documents

Annex VII: Overview of Main Advocacy Activities

Annex I: Terms of Reference

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
OFFICE OF EVALUATION AND INTERNAL OVERSIGHT (EIO)

TERMS OF REFERENCE

Independent Strategic Evaluation

**Third Industrial Development Decade for Africa – IDDA III
2016-2025**

March 2024

INTRODUCTION AND BACKGROUND

1. Context

On 25 July 2016, the United Nations General Assembly unanimously adopted resolution A/RES/70/293 on the third Industrial Development Decade for Africa (IDDA III).²⁹ Through this proclamation the international community recognized the potential for the African continent to achieve meaningful development through sustainable industrialization while indicating their willingness to enhance partnerships with African stakeholders.

The Resolution called upon the African Union Commission (AUC), the African Union Development Agency (AUDA-NEPAD), the Economic Commission for Africa (UNECA) and, specifically, the United Nations Industrial Development Organization (UNIDO) “to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa.”³⁰ It also called upon UNIDO to foster partnerships, coordinate with other relevant United Nations entities, and organize joint initiatives in favour of industrialization, including technology transfer, productive diversification, agribusiness value chain development, trade capacity building, renewable energy and energy efficiency, industrial policy, special economic zones and industrial parks, climate change and human capital development, all while strengthening Public-Private Partnerships (PPPs) with a range of stakeholders.

The Resolution further called for stronger PPPs with multi-stakeholders and enhanced international cooperation including, among others, North-South, South-South and triangular cooperation. The resolution also called upon the UNIDO’s Director General to submit an annual report on the progress of IDDA III to the United Nations General Assembly through the Secretary General.

In March 2019, a workshop was held at UNIDO Headquarters in Vienna, Austria, where focal points of the key implementing partners gathered and agreed on a joint roadmap for the implementation of IDDA III. Accordingly, four issues were highlighted that were deemed to be critical for the successful implementation of IDDA III, including:

- e) ensuring government ownership and leadership as success will depend on a clear vision, commitment and resolve on the part of African Governments;
- f) strengthening an enabling business environment that includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies and market institutions;
- g) prioritizing sectors that have high potential for growth and which can meaningfully contribute to the alleviation of poverty; and
- h) building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources.

2. Objectives and expected outcomes

The roadmap identified six key interconnected strategic objectives to contribute to the industrialization of Africa. Each strategic objective was split into strategic action areas, which were to be further subdivided into programmes and projects with specific targets. Furthermore, each of the six strategic objectives was paired with a target (see Table 1 below).

²⁹ <https://undocs.org/A/RES/70/293>

³⁰ A/RES/70/293, para. 2.

Table 1. Strategic Objectives and Targets of IDDA III

Strategic Objective	Target
<p>1: Maintain the industrialization of Africa high on the political and developmental agenda through the organization of global forums to take stock of IDDA III implementation as well as building new partnerships and creating synergies with other key partners and stakeholders.</p>	<p>By 2025, the contribution of inclusive and sustainable industrialization of Africa for the fulfilment of the 2030 Agenda and Agenda 2063 gets buy-in at the highest political level both at regional and global levels. This will be demonstrated through the renewed commitment and demonstrated support for Africa’s industrialization at the continental and global level.</p>
<p>2: Improve systemic capacity of key stakeholders to produce evidence-based policymaking through strategic support towards the development and management of industrial policy instruments.</p>	<p>Target: By 2025, African countries will have enhanced institutional capacity to produce evidence-based policies to objectively inform their industrial development agenda, underpinned by effective disaggregated data generation, storage and analysis.</p>
<p>3: Scale up technical cooperation to accelerate Africa’s industrialization through the implementation of the multistakeholder partnership model for inclusive and sustainable industrial development in African countries.</p>	<p>By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment, diversification and competitiveness and the number of countries participating in the UNIDO Programme for Country Partnership will have increased.</p>
<p>4: Strengthen cooperation at the level of the African Union, regional economic communities and countries, notably through support in the implementation of the Action Plan for the Accelerated Industrial Development for Africa.</p>	<p>By 2025, there will be increased and strengthened cooperation of development partners with the African Union, regional economic communities and Member States, especially, for support towards the implementation of the Action Plan for the Accelerated Industrial Development for Africa and related industrialization frame- works.</p>
<p>5: Strengthen partnerships and resource mobilization from government, public and private sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact.</p>	<p>By 2025, there will be strengthened partnerships and resource mobilization from government, public and private sectors, and multi- lateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact on Africa’s Industrialization.</p>
<p>6: Ensure greater awareness of IDDA III through branding, communication and advocacy.</p>	<p>Target: By 2025, there will be more people who have a better appreciation of IDDA III and who will champion it through branding, communication and advocacy initiatives at all levels of the society. This will include formation of champions of:</p> <ul style="list-style-type: none"> • African Heads of State for the implementation of IDDA III • Businesses and private sectors for Africa’s industrialization • Development partners and stakeholders, including civil society and the media, for an inclusive and sustainable industrial development in Africa

3. IDDA III Implementation Arrangements

While reiterating that African countries have primary responsibility for their own economic and social development and emphasizing the role of national policies and development strategies, the resolution included the following arrangements for the implementation of IDDA III³¹:

- AUC, AUDA-NEPAD and UNECA, in conjunction with UNIDO, to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa;
- Director General of UNIDO to mobilize adequate resources for the implementation of IDDA III;
- UNIDO, as the UN's specialized agency for industrialization, in close collaboration with the African Union, to scale up its technical assistance to African countries in accordance with its mandate to promote inclusive and sustainable industrial development for the successful implementation of IDDA III;
- UNIDO to foster partnerships with other relevant entities in the UN development system, and to promote the necessary linkages to develop joint initiatives in favor of industrialization, including technology transfer, access to ICT, productive diversification, agribusiness value chain development, trade, capacity-building, renewable energy and energy efficiency, industrial policy, special economic zones and industrial parks, an action on climate change and human capital development, while also strengthening public-private partnerships;
- Bilateral and multilateral partners, the UN system, global and regional financial institutions, in particular, the World Bank, IMF, New Development Bank and African Development Bank to ensure full support for the implementation of programmes for the Third Decade at the national and sub-regional levels;
- UN Secretary General to support UNIDO in its assistance to the African Union countries and regional organizations in the implementation of programmes for the Third Decade;
- Director General of UNIDO to submit to the General Assembly, through the SG, a periodic progress report on the implementation of the Third Decade.

4. Main findings of the Mid-term Review (MTR)

In 2018, at the forty-sixth session of the Industrial Development Board and the eighteenth session of the General Conference, Member States requested that UNIDO present a comprehensive overview of the programmes and projects of all international organizations and donors in support of industrialization in Africa. In response, the Africa Division of UNIDO invited all Member States and bilateral and international development partners to provide information about their programmes and projects that supported African countries. The information that was provided to this initiative up until May 2021 fed into the mid-term review report published in August 2021.

The report concluded that despite the varied nature of the inputs received both in scope and details, valuable insights could be gained about the major support programmes and projects, covering 551 projects clustered under the six major strategic areas critical to the implementation of IDDA III. The review suggested that 50 of 54 African countries had directly benefited from support provided by development partners and international organizations in major strategic areas promoting sustainable industrial development in Africa. Although some countries received larger share of the support, all countries were assumed to benefit from the support provided through regional and continental programmes.

Significant numbers of programmes and resources were found to have been directed towards development of energy and economic infrastructure, sectoral value chains and

³¹ Taken in an abridged version from the Resolution on pages 3 and 4.

SME development and policy, and institutional support for sustainable industrial development. Emphasizing the need to continue to support these areas in addition to finance, investment, trade and regional integration in the coming years, the report referenced skills and capacity building to be of particular importance.

The report also found that the great number of programmes and projects implemented in the same strategic areas in a given country did not necessarily make clear the extent to which there was synergy and coordination between programmes and projects. The report concluded that these efforts could have significantly higher impacts if more synergy and coordination were achieved through the development and implementation of strategic continental programmes in core industrial development areas.

Looking ahead, the report recommended the development of a comprehensive database to facilitate collaboration and identify gaps in industrial development efforts. It proposed strategic regional programmes in policy development, infrastructure, sectoral development, and trade to be coordinated with the African Union and Regional Economic Communities. Guiding principles were suggested to ensure alignment with the joint roadmap for industrial development. Additionally, the report emphasized the importance of clear purpose, scope definition, functional architecture, and user-friendliness in designing the database. Key responsibilities were outlined for UNIDO, development partners, and African countries in moving forward with these initiatives.

5. UNIDO’s activities and Budget information

Project ID	Project Name	Total Budget \$
180182	Support to UNIDO’s role in the implementation of IDDA	1,034,399.00
190118	Support to IDDA III implementation through enhanced partnership with TICAD7	72,544.00
190375	Project to support the implementation of IDDA III	969,945.00
210233	Support to the organization of the African Union Summit on Industrialization and Economic Diversification within the framework of IDDA III	326,005.00

PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION

Purpose and Objectives: The purpose of this evaluation is to assess the implementation of IDDA III and the extent to which its expected results have been achieved. While building on the findings and recommendations of the MTR, the evaluation aims to generate findings, draw lessons, and provide a set of useful recommendations that could be used to inform the development of a potential successor initiative. In particular, the evaluation aims to accomplish the following:

- Conduct a comprehensive assessment of the progress made during the IDDA III period in achieving its stated strategic objectives as set out in the joint roadmap.
- Examine the contributions of various stakeholders in support of Africa’s industrialization, innovation, and the overall socio-economic development of African countries during the period. The primary stakeholders will include the implementing partners UNIDO, AUC, AUDA NEPAD and UNECA.
- Identify challenges and constraints faced during the implementation of IDDA III,

proposing pragmatic solutions to address these issues and enhance the overall effectiveness of future initiatives.

- Identify best practices and lessons learned from the implementation of IDDA III.
- Provide recommendations to feed into negotiations at UNGA for a potential successor IDDA IV.

The key users of evaluation will be UNIDO, AUC and its Member States, AUDA NEPAD, UNECA, but also other IDDA III partners including UN entities, DFIs and IFIs. The findings of the evaluation will feed into providing insights that can inform future industrial development strategies in Africa, including a potential IDDA IV initiative.

Scope: The evaluation will focus on the overall IDDA III initiative and will cover the period from 2016 to 2024. Given the timeframe and other logistical constraints, the evaluation will not assess the performance of individual IDDA III projects or programmes but focus on strategic aspects including achievement of stated objectives, stakeholder efforts and initiatives in support of Africa's industrialization, and challenges encountered in the implementation of IDDA III.

EVALUATION APPROACH AND METHODOLOGY

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight,³² UNIDO Evaluation Policy,³³ and UNIDO [Evaluation Manual](#). UNIDO adheres to international standards and best practices articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the UN System approved by the United Nations Evaluation Group (UNEG) in June 2016.

The evaluation will be carried out as an independent, in-depth exercise using a participatory approach whereby all key parties associated with IDDA III, in particular AUC, AUDA NEPAD, and UNECA, will be informed and consulted throughout the process.

The evaluation will use a theory of change approach³⁴ 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 outputs, outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of a potential IDDA IV.

1. Data collection methods

The following instruments will be used for data collection:

- (a) **Desk and literature review** of documents and databases including but not limited to the following:
- The strategy documents, action plans and annual reports of IDDA III;
 - Action Plan for Accelerated Industrial Development for Africa (AIDA);
 - Africa Industrialization Index 2022;
 - African Continental Free Trade Area (AfCFTA) (2018);
 - Action Plan for Boosting Intra-African Trade (BIAT) (2012);
 - Programme for Infrastructure Development in Africa (PIDA);
 - Comprehensive Africa Agriculture Programme (CAADP) (2014);

³² UNIDO (2020), Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11).

³³ UNIDO (2021), Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

³⁴ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- African Union’s Agenda 2063
- Continental Commodities Strategy;
- African Mining Vision (2009);
- Science, Technology, and Innovation Strategy for Africa 2024 (STISA);
- African Productive Capacity Initiative (APCI) (2004); and
- AU SME Strategy (2019).

Additional documents and references are listed in Annex 4.

(b) Stakeholder consultations will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:

- AUC and its Member States
- Regional Economic Communities (RECs)
- AUDA-NEPAD
- UNECA
- UNIDO Personnel
- Other actors in the UN Development System (FAO, UNCTAD, UNEP, World Bank, etc.)

(c) Collection and analysis of data related to the outputs of the initiative, including surveys.

(d) Missions to a sample of participating stakeholders, as appropriate.

(e) SWOT analysis.

2. Key evaluation questions and criteria

The following are overall guiding questions to be addressed at the strategic and institutional level. These questions will be adjusted during the inception phase and further developed and to be included in the inception report, with a view to ensuring specificity and feasibility of the evaluation within the given time period. The evaluation might focus on some but not all the criteria below.

- 1) **RELEVANCE:** To what extent are the IDDA III initiative and its projects and programmes addressing industrialization challenges in Africa and the contextualized needs of beneficiary countries?
- 2) **COHERENCE:** To what extent are the IDDA III projects and programmes aligned with regional strategic priorities and other interventions in Africa pursuing sustainable industrial development?
- 3) **EFFECTIVENESS:** To what extent have IDDA III activities contributed to results? To what extent have IDDA III projects and programmes contributed to achieving sustainable industrial development in Africa?
- 4) **EFFICIENCY:** To what extent has UNIDO identified the appropriate tools, mechanisms and processes to achieve the strategic objectives embedded in IDDA III?
- 5) **Progress to IMPACT:** What difference have IDDA III projects and programmes made so far? To what extent have associated activities generated significant positive or negative, intended or unintended, higher-level effects? Are IDDA III projects and programmes generating a transformative effect on industrial development in Africa?
- 6) **Likelihood of SUSTAINABILITY:** How sustainable are the results achieved through IDDA III projects and programmes? To what extent are the achieved benefits likely to continue?
- 7) How appropriate, effective and efficient is the IDDA III business model in reflecting the ownership, lead implementation, and financing, considering AUDA-NEPAD owning the initiative and UNIDO being the lead UN agency in providing ISID through technical assistance and capacity building?
- 8) How can IDDA IV take on board emerging issues to include AfCFTA, Industry 4.0, Climate Change agenda and complex global geopolitical-economic environment?

EVALUATION PROCESS

The evaluation will be conducted from April to September 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:** document review and preliminary informal consultations with key stakeholders;
- 2) **Inception phase:** the inception report provides details on the evaluation methodology, work plan, data collection tools, and an evaluation matrix with specific issues for the evaluation to address;
- 3) **Data collection:** literature review, interviews/focus group discussions, (to include with Africa Department and CR/UCR in field offices), surveys, data analysis, and if required, missions to a sample of project/programme sites;
- 4) **Report formulation:** report writing, debriefing to stakeholders, and validation of findings, in particular, in conjunction with implementing partners; and
- 5) **Final report:** the report will, among others, outline the major findings on the achievements made by IDDA III and recommendations on areas to be considered in IDDA IV.

TIME SCHEDULE AND DELIVERABLES

The following timeline and deliverables are envisioned for the design and conduct of the evaluation:

Activity	Responsibility	Estimated Timeline
Preparation of evaluation terms of reference	UNIDO/EIO	Mar 2024
Identification and recruitment of Evaluation Team (ET) members	UNIDO/EIO	Apr 2024
Literature review and preparation of evaluation methodology	ET	April 2024
Inception report	ET	April 2024
Conducting of evaluation, including interviews, surveys and potential field visits	ET/EIO	May-June 2024
Presentation of preliminary findings	ET	Jul 2024
Preparation of draft report	ET	Jul-Aug 2024
Presentation of draft report and its findings	ET/EIO	Aug 2024
Review and validation of draft evaluation report	ET/EIO with inputs from UNIDO/AUC/AUDA-NEPAD/UNECA/RECs/AU MS	Aug 2024
Issuance of final IDDA III evaluation report	EIO	Sep 2024

EVALUATION TEAM COMPOSITION

The Evaluation Team (ET) will be composed of

- (1) One international senior evaluation consultant with strong expertise in strategic evaluations pertaining to large and complex programmes in Africa.
- (2) Two EIO Evaluation staff members.

The tasks of the international consultant are detailed in the job description attached to these terms of reference (see Annex 1).

DELIVERABLES AND REPORTING

Inception report

After reviewing the related documentation and having conducted initial interviews with concerned resource persons, the Evaluation Team will prepare a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). The inception report will be produced at most sixteen (16) days after signing of the contract.

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 international evaluation consultant and the Evaluation Team member; people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable.³⁵

Evaluation Report format and review procedures

A draft report will be circulated to UNIDO management and stakeholders for factual validation and comments. On the basis of this feedback, and taking into consideration the comments received, the Evaluation Team will prepare the final version of the evaluation report. This will be followed by a presentation of preliminary findings to stakeholders for further inputs.

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 and who was involved. It should 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 will be written in English.

All deliverables are to be cleared by EIO.

QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Office of Evaluation and Internal Oversight (EIO) and its Independent Evaluation Unit (EIO/IEU). Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by EIO).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO EIO will 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.

³⁵ The ET will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

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:	Potential missions to a sample of projects in select countries in Africa
Start of Contract (EOD):	April 2024
End of Contract (COB):	September 2024
Number of Working Days:	40 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO), through its 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. The evaluation function 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 of EIO, and Chief of EIO/IEU, the international senior evaluation consultant will conduct the independent evaluation of Knowledge Management within UNIDO. 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 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"> Adjusted table of evaluation questions; Draft list of stakeholders to interview Preliminary data collection methods and tools and interview guidelines/questionnaires/survey 	8 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
2. Online briefing with key stakeholders (UNIDO, AUC, AUDA-NEPAD, UNECA, RECs)	• Information collected and analyzed	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.	• 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	• Evaluation data collected (incl. surveys, interview notes, and others)	12 days	Countries in Africa
5. Debriefing / Presentation of preliminary findings and recommendations to UNIDO management and staff	• Presentation of preliminary findings	1 day	Online
6. Evaluation report: - Prepare draft evaluation report for comments by EIO and stakeholders - Integrate comments from stakeholders - Prepare final draft evaluation report for approval by EIO	• Draft report / Final report	11 days	Home-based
Total		40 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:

- A minimum of 15 years of experience in evaluation and research at the international level is required.
- Experience in evaluating projects and programmes related to industrial development is required.
- Experience in developing and evaluating strategies is required.
- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks is required.
- Knowledge of industrial development in Africa required.
- Familiarity with gender analysis tools and methodologies is an asset.
- Good knowledge of UNIDO activities and working experience within the UN system is an asset.
- Experience/knowledge in managing evaluations and Evaluation Teams
- Excellent analytical, drafting and presentation skills
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. Knowledge of French is an asset. All reports and related documents must be in English and presented in electronic format, in MS Word.

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 Office of Evaluation and Internal Oversight.

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: Possible Outline of the Strategic Evaluation Report on IDDA III

Abstract

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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 and 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 Documents

Africa Moving Forward and Key Achievements 2019

African Union's Agenda 2063

IDDA III Resolution A/RES/70/293

IDDA III Annual Progress Report 2017

IDDA III Annual Progress Report 2018

IDDA III Annual Progress Report 2019

IDDA III Annual Progress Report 2020

IDDA III Annual Progress Report 2021

IDDA III Annual Progress Report 2022

IDDA III Joint Roadmap

Intermediate Review Report on support for the implementation of IDDA III, 31 Aug 2021

Evaluation Guidance Documents

OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.

UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019).

UNIDO (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021).

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).

Websites

<https://hub.unido.org/>

<https://open.unido.org>

<https://www.unido.org/IDDA3>

Annex II: Evaluation Matrix

RELEVANCE		
Evaluation Questions	Suggested measures	Suggested sources and methods
<p>1. To what extent are the IDDA III initiative and its projects and programmes addressing industrialization challenges in Africa and the contextualized needs of beneficiary countries?</p> <p>1.1. To what extent have IDDA III initiatives, projects and programmes considered the specific economic, social, environmental and technological contexts of beneficiary countries?</p> <p>1.2. To what extent are the implemented initiatives/programmes/projects addressing the five key challenges articulated in Chapter 2 section 2 of the IDDA III joint Roadmap?</p> <p>1.3. How involved are the beneficiary countries in IDDA III program design and implementation to ensure they address their specific needs and priorities?</p>	<p>1.1. Evidence of needs assessments conducted in or by beneficiary countries</p> <p>1.2. Reports from needs assessments, to review areas of alignment with IDDA III.</p> <p>1.3. Portion of IDDA III projects that directly address one or more of the five key challenges outlined in the IDDA III Roadmap</p> <p>1.4. Evidence of areas of IDDA III projects alignment with national development priorities and industrialization strategies of beneficiary countries.</p> <p>1.5. Level of participation by beneficiary countries in IDDA III program design and implementation</p>	<p>Desk review:</p> <p>1.1. Reports from needs assessments, to review areas of alignment with IDDA III.</p> <p>1.2. Project documentations, monitoring reports tracking progress on specific challenges.</p> <p>1.3. Project proposals and reports, official statements of endorsement from beneficiary governments.</p> <p>1.4. Attendance records, meeting minutes, evidence of beneficiary country feedback incorporated into project design.</p> <p>Surveys Key informant interviews/FGDs</p>

COHERENCE		
Evaluation Questions	Suggested indicators or measures	Suggested sources and methods
<p>2. To what extent have the IDDA III projects and programmes aligned with national and regional strategic priorities and other interventions pursuing sustainable industrial development in Africa?</p> <p>2.1. How well do IDDA III initiatives align with the goals and objectives outlined in the African Union's Agenda 2063, the Action Plan for Accelerated</p>	<p>2.1. Degree of alignment between IDDA III goals and objectives with those outlined in Agenda 2063, AIDA, etc.</p> <p>2.2. Number of collaboration agreements or joint initiatives with other organizations like</p>	<p>Desk review:</p> <p>2.1. Documents and reports highlighting areas of overlap and potential synergies.</p> <p>2.2. Signed agreements, joint work plans, and progress reports</p>

<p>Industrial Development for Africa (AIDA) etc.?</p> <p>2.2. To what extent are IDDA III projects and programs working in synergy with other ongoing interventions promoting sustainable industrial development in Africa by other organizations, e.g. World Bank, UNCTAD, or ADB, among others?</p> <p>2.3. To what extent have the projects and programs implemented under IDDA III aligned with the national development priorities and industrialization strategies of beneficiary countries?</p> <p>2.4. What mechanisms are in place to ensure information sharing, collaboration, and the avoidance of duplication of efforts?</p>	<p>World Bank, UNCTAD, or ADB.</p> <p>2.3. Existence and effectiveness of mechanisms for information sharing and collaboration among stakeholders (e.g., regular meetings, online platforms).</p>	<p>on collaborative efforts.</p> <p>2.3. Meeting minutes, correspondences, information exchange and joint problem-solving platforms.</p> <p>Surveys Key informant interviews/FGDs</p>
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EFFECTIVENESS		
Evaluation Questions	Suggested indicators or measures	Suggested sources and methods
<p>3. To what extent are IDDA III projects and programmes contributing to achieving sustainable industrial development in Africa?</p> <p>3.1. To what extent are IDDA III projects and programs delivering the planned targets?</p> <p>3.2. Have specific IDDA III activities and programs demonstrably contributed to observed improvements in industrial development in beneficiary countries?</p> <p>3.3. To what extent are IDDA III projects and programs contributing to addressing the challenges including economic diversification and value addition in beneficiary countries; limited basic infrastructure; limited capacity for quality products and certifications; limited human capacity/technology base; and weak enabling environment for private sector development?</p>	<p>3.1. Changes in key metrics of industrial development in beneficiary countries.</p> <p>3.2. Clearly defined outputs and outcomes for each IDDA III project, with data to show their achievement.</p> <p>3.3. Percentage of projects achieving their planned targets as outlined in project proposals.</p> <p>3.4. Evidence demonstrating a relationship between observed improvements in industrial development and specific IDDA III interventions.</p> <p>3.5. Progress in addressing the five key challenges outlined in the IDDA III Roadmap (economic diversification, infrastructure,</p>	<p>Desk review and quantitative analysis:</p> <p>3.1. Review of official industrialization metrics to ascertain significant changes and performance assessments of specific IDDA III programs.</p> <p>3.2. Review of Project monitoring reports</p> <p>3.3. Comparison of project deliverables with initial targets sourced from progress reports and proposals.</p> <p>3.4. Comparison of results of beneficiary countries with non-beneficiaries with almost similar socioeconomic context.</p> <p>3.5. Disaggregated data on specific interventions/themes.</p> <p>Surveys Key informant interviews/FGDs</p>

	capacity building, technology, enabling environment).	
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EFFICIENCY		
Evaluation Questions	Suggested indicators or measures	Suggested sources and methods
<p>4. To what extent has UNIDO identified the appropriate tools, mechanisms and processes to achieve the strategic objectives embedded in IDDA III?</p> <p>4.1. How efficiently do the inter-institutional mechanisms (steering committees, expert working groups) promote partnership, collaboration and joint activities among stakeholders involved in IDDA III?</p> <p>4.2. How much resources, financial and non-financial, have been mobilised by IDDA III for inter-institutional mechanisms to date?</p> <p>4.3. How efficiently have resources been mobilised, deployed and utilised for project implementation and to what extent has this increased the impact of project activities?</p> <p>4.4. To what extent has the project leveraged additional resources including expertise/industrial development mechanisms in the RECs and beneficiary countries to amplify IDDA III impact?</p> <p>4.5. To what extent has the COVID-19 pandemic affected IDDA III implementation and how has the project adapted to changing circumstances?</p>	<p>4.1. Effectiveness of steering committees and working groups in fostering collaboration and joint activities among stakeholders.</p> <p>4.2. Total amount of financial and non-financial resources mobilized by IDDA III inter-institutional mechanisms.</p> <p>4.3. Efficiency of resource allocation and utilization for project implementation, leading to increased program impact.</p> <p>4.4. Extent to which IDDA III has leveraged expertise and mechanisms within regional economic communities (RECs) and beneficiary countries to amplify impact.</p> <p>4.5. Adjustments made to IDDA III implementation strategies in response to the pandemic.</p>	<p>Desk review:</p> <p>4.1. Meeting minutes, participant feedback surveys, and evidence of joint decision-making.</p> <p>4.2. Funding reports with evidence of resource mobilization strategies, and in-kind contributions from partners.</p> <p>4.3. Progress reports to track resource allocation against project deliverables.</p> <p>4.4. Documented evidence of partnerships established with RECs, and evidence of joint initiatives and resource sharing.</p> <p>4.5. Project reports to track adaptations, including virtual collaboration tools and evidence of continued progress.</p> <p>Surveys Key informant interviews/FGDs</p>

PROGRESS TO IMPACT		
Evaluation Questions	Suggested indicators or measures	Suggested sources and methods

<p>5. What difference have IDDA III projects and programmes made so far?</p> <p>5.1. To what extent have the outputs and outcomes generated significant positive or negative, intended or unintended, higher-level effects?</p> <p>5.2. To what extent can IDDA III projects and programs implemented so far be implicated in tangible changes or progress in industrial development in Africa?</p>	<p>5.1. Identification of positive or negative, intended or unintended, higher-level effects generated by IDDA III outputs and outcomes.</p> <p>5.2. Evidence of transformative changes in beneficiary countries' industrial development landscapes.</p> <p>5.3. Measurable changes in industrial development indicators directly linked to IDDA III projects and programs.</p>	<p>Quantitative analysis and survey /interviews</p> <p>5.1. Stakeholder surveys, case studies, to assess broader societal or environmental effects beyond immediate project outcomes.</p> <p>5.2. Qualitative data on shifts in policy environments, institutional capacities, and stakeholder behaviour attributable to IDDA III.</p> <p>5.3. Comparison of pre- and post-intervention indicators, and attribution analysis to isolate IDDA III's influence.</p>
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SUSTAINABILITY		
Evaluation Questions	Suggested indicators or measures	Suggested sources and methods
<p>6. How sustainable are the results achieved through IDDA III projects and programmes?</p> <p>6.1. To what extent have IDDA III activities fostered the capacity of local stakeholders in beneficiary countries to sustain the results achieved?</p> <p>6.2. Do the partnerships and collaborations established through IDDA III projects have a strong foundation for continued collaboration and resource mobilization beyond the project lifespan?</p> <p>6.3. Have IDDA III activities contributed to systemic changes and policy integration that will promote the sustainability of achieved results within beneficiary countries?</p>	<p>6.1. Evidence of enhanced capacity of local stakeholders to sustain results achieved through IDDA III projects.</p> <p>6.2. Strength and potential for continued collaboration and resource mobilization beyond the project lifespan.</p> <p>6.3. Evidence of policy changes and integration within beneficiary countries supporting continued industrial development.</p>	<p>Desk review:</p> <p>6.1. Evidence of local stakeholders leading project activities independently.</p> <p>6.2. Evidence of renewed partnership agreements with stakeholders, and ongoing resource mobilization efforts.</p> <p>6.3. Development of new policies or revisions to existing ones in beneficiary countries reflecting IDDA III goals.</p> <p>Surveys Key informant interviews/FGDs</p>
GOVERNANCE AND OWNERSHIP		

Evaluation Questions	Suggested indicators or measures	Suggested sources and methods
<p>7. How appropriate, effective and efficient is the IDDA III business model in reflecting the ownership, lead implementation, and financing, considering AUDA-NEPAD owning the initiative and UNIDO being the lead UN agency in providing ISID through technical assistance and capacity building?</p>	<p>7.1. Effectiveness and efficiency of the IDDA III business model in reflecting ownership, lead implementation, and financing.</p>	<p>Surveys Key Informant Interviews/FGDs: 7.1. Review and analysis of decision-making processes, and resource mobilization and allocation process.</p>

Annex III: List of Documents Reviewed

African Union Documents

Historical (pre-IDDA III period)

- Action Plan for Accelerated Industrial Development for Africa (AIDA) (2007)
- Action Plan for Boosting Intra-African Trade (BIAT) (2012)
- Programme for Infrastructure Development in Africa (PIDA) (2012)
- Science, Technology, and Innovation Strategy for Africa 2024 (STISA) (2014)
- African Union's Agenda 2063 (2015)

Recent (within IDDA III period)

- African Continental Free Trade Agreement (AfCFTA) (2018)
- African Union Commodity Strategy (2019)
- AU SME Strategy (2019)
- Africa Industrialization Index (2022)

UNIDO Documents

- UNGA Resolution on IDDA III A/RES/70/293
- IDDA III UNIDO Roadmap: Implementation of the Third Industrial Development Decade for Africa (2016 - 2025)
- IDDA III Joint Roadmap
- Intermediate Review Report on support for the implementation of IDDA III
- IDDA III – Africa Moving Forward (2019)
- IDDA III Selection of Main Achievements (2019)
- IDDA III Annual Progress Report to the UNGA (2017 – 2023)
- Annual Report on IDDA III to the PBC (2019 – 2024)
- UNIDO Annual Report (2016 – 2023)
- Report of the Mid-Term Evaluation, IDDA II

Evaluation Guidance Documents

- OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.
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- Ethiopia Embassy in the UK (2017). Hawassa Industrial Park goes fully operational as Ethiopia pushes to become manufacturing hub. <https://www.ethioembassy.org.uk/hawassa-industrial-park-goes-fully-operational-as-ethiopia-pushes-to-become-manufacturing-hub/>
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<http://databank.worldbank.org/data/home.aspx>

Annex IV: List of Persons Consulted

	Name	Designation	Institution
1	Ms Ron Osman Omar	Acting Director for Industry, Minerals, Entrepreneurship and Tourism	AUC
2	Ms Bernice Mclean	Senior Programme Officer, Blue Economy	AUDA-NEPAD
3	Mr Mustafa Sakr	Principal Economic Officer	AUDA-NEPAD
4	Mr Jules Rommel Touka	Expert Macro-Economiste en charge des questions du développement industriel	ECCAS
5	Mr David Neven	Senior Economist, Agricultural Development Economics Division	FAO
6	Ms Siobhan Kelly	Agribusiness Officer	FAO
7	Mr Johansein Rutaihwa	Directorate of Industrial Development and Trade	SADC
8	Mr Imed Ben Hadj Hamouda	Head of Division / Economic and Financial Directorate	UMA
9	Mr Souleymane Abdallah	Focal point on capacity development	UNECA
10	Mr Nicola Cantore	Research and Industrial Policy Officer	UNIDO
11	Mr Josef Karl Pelikan	Division of Regional Bureaus & Field Coordination	UNIDO
12	Mr Victor Djemba	Chief, Africa Division	UNIDO
13	Ms Matilda Muweme	Senior Programme Officer	UNIDO
14	Mr Ben Idrissa Ouedraogo	Economic Affairs Officer	UN-OSAA
15	Mr Kavazeua Katjomuise	Economic Affairs Officer	UN-OSAA
16	Mr Adeyinka Adeyemi	Senior Regional Policy Officer, rtd	UNECA
17	Mr Kemji Ajoku	Principal Programme Officer, rtd	ECOWAS
UNIDO Country Representatives			
1	Ms Mariatu Swaray	Country Representative, Sierra Leone	UNIDO
2	Ms Tally Einav	Country Representative, Kenya	UNIDO
3	Ms Volatiana Rakotondrazafy	Country Representative, Madagascar	UNIDO
4	Ms Lorence Ansermet	Country Representative, Tanzania, Mauritius, Seychelles, Comoros, Malawi	UNIDO

Annex V: Primary Data Collection Instruments

Interview guide

EVALUATION CRITERIA	EVALUATION QUESTIONS	GUIDING INTERVIEW QUESTIONS
RELEVANCE	<p>To what extent are the IDDA III initiative and its projects and programmes addressing industrialization challenges in Africa and the contextualized needs of beneficiary countries?</p> <p>1.1. To what extent have IDDA III initiatives, projects and programmes considered the specific economic, social, environmental and technological contexts of beneficiary countries?</p> <p>1.2. To what extent are the implemented initiatives/programmes/projects addressing the five key challenges articulated in Chapter 2 section 2 of the IDDA III joint Roadmap?</p> <p>1.3. How involved are the beneficiary countries in IDDA III program design and implementation to ensure they address their specific needs and priorities?</p>	<ul style="list-style-type: none"> • In your opinion, how well do IDDA III projects and programmes address the industrialization challenges specific to your region? To Africa? • What good practices and shortcomings can you identify in different aspects of the IDDA III initiative? Consider the following specifically: <ul style="list-style-type: none"> ○ Are programmes and interventions co-designed with or designed with inputs from beneficiary countries? ○ Are the projects and programmes designed in a way that considers the specific economic, social, environmental, and technological contexts of the beneficiary countries?
COHERENCE	<p>ii. To what extent have the IDDA III projects and programmes aligned with national and regional strategic priorities and other interventions pursuing sustainable industrial development in Africa?</p> <p>2.1. How well do IDDA III initiatives align with the goals and objectives outlined in the African Union's Agenda 2063, the Action Plan for Accelerated Industrial Development for Africa (AIDA) etc.?</p> <p>2.2. To what extent are IDDA III projects and programs working in synergy with other ongoing interventions promoting sustainable industrial development in Africa by other organizations, e.g. World</p>	<ul style="list-style-type: none"> • How do the IDDA III strategic objectives, projects and programmes align with national and regional industrialization strategies? • Do you see IDDA III as internally consistent? <ul style="list-style-type: none"> ○ To what extent do you think IDDA III projects and programmes synergetic? ○ Do you believe that stakeholders (World Bank, UNCTAD, UNECA, UNDP, AfDB etc.) communicate to align their strategies and avoid duplication? Can you give some examples? ○ Can you provide any specific examples of

	<p>Bank, UNCTAD, or ADB, among others?</p> <p>2.3.To what extent have the projects and programs implemented under IDDA III aligned with the national development priorities and industrialization strategies of beneficiary countries?</p> <p>2.4.What mechanisms are in place to ensure information sharing, collaboration, and the avoidance of duplication of efforts?</p>	<p>good practices and shortcomings?</p> <ul style="list-style-type: none"> • Do you see IDDA III as externally consistent? <ul style="list-style-type: none"> ○ Do you believe that IDDA III is well aligned with flagship continental initiatives like AU Agenda 2063 and AIDA? ○ Can you describe any synergies or overlaps with other initiatives by stakeholders (World Bank, UNCTAD, UNECA, UNDP, AfDB etc.)?
EFFECTIVENESS	<p>ii. To what extent are IDDA III projects and programmes contributing to achieving sustainable industrial development in Africa?</p> <p>3.1.To what extent are IDDA III projects and programs delivering the planned targets?</p> <p>3.2.Have specific IDDA III activities and programs demonstrably contributed to observed improvements in industrial development in beneficiary countries?</p> <p>3.3.To what extent are IDDA III projects and programs contributing to addressing the challenges including economic diversification and value addition in beneficiary countries; limited basic infrastructure; limited capacity for quality products and certifications; limited human capacity/technology base; and weak enabling environment for private sector development?</p>	<ul style="list-style-type: none"> • Overall, would you say that IDDA III is having a strategic effect on Africa’s industrialization? <ul style="list-style-type: none"> ○ In what ways? ○ Thinking about specific projects, programmes or interventions, what are some examples of major direct outcomes from IDDA III? ○ Why do you associate these outcomes with IDDA III? Can you share any specific (in)tangible evidence? • Have you observed any tangible changes in your region’s industrial development landscape that you believe are linked to IDDA III projects? <ul style="list-style-type: none"> ○ What are these and why do you link them to IDDA III? ○ Can you provide any specific (in)tangible evidence? • What major challenges have been encountered in the implementation of IDDA III activities?
EFFICIENCY	<p>v. To what extent has UNIDO identified the appropriate tools, mechanisms and processes to</p>	<ul style="list-style-type: none"> • How would you describe the management of resources in IDDA III

	<p>achieve the strategic objectives embedded in IDDA III?</p> <p>4.1. How efficiently do the inter-institutional mechanisms (steering committees, expert working groups) promote partnership, collaboration and joint activities among stakeholders involved in IDDA III?</p> <p>4.2. How much resources, financial and non-financial, have been mobilised by IDDA III for inter-institutional mechanisms to date?</p> <p>4.3. How efficiently have resources been mobilised, deployed and utilised for project implementation and to what extent has this increased the impact of project activities?</p> <p>4.4. To what extent has the project leveraged additional resources including expertise/industrial development mechanisms in the RECs and beneficiary countries to amplify IDDA III impact?</p> <p>4.5. To what extent has the COVID-19 pandemic affected IDDA III implementation and how has the project adapted to changing circumstances?</p>	<p>projects? Are there any examples of cost-effective practices or notable inefficiencies?</p> <ul style="list-style-type: none"> • How has the performance of IDDA III as a whole been monitored? • How would you assess the following aspects of IDDA III implementation? Think about specific programmes, projects and interventions. <ul style="list-style-type: none"> ○ Timeliness ○ Value for money • From what you know about IDDA III as a whole, do you think a different initiative could have achieved similar outcomes with lower resources (human, financial and physical)? Can you explain why you think so? Can you give some examples? • Were internal and external stakeholders engaged to support and promote IDDA III? How were they identified? • Are you aware of additional resources mobilized to support IDDA III implementation? From where? How? • In what ways do you believe the COVID-19 pandemic and global supply chain disruptions affected IDDA III implementation/performance?
<p>PROGRESS TO IMPACT</p>	<p>v. What difference have IDDA III projects and programmes made so far?</p> <p>5.1. To what extent have the outputs and outcomes generated significant positive or negative, intended or unintended, higher-level effects?</p> <p>5.2. To what extent can IDDA III projects and programs implemented so far be implicated in tangible changes or progress in</p>	<ul style="list-style-type: none"> • In your experience, what are the main positive or negative effects of IDDA III projects? <ul style="list-style-type: none"> ○ Why do you associate these effects with IDDA III? • Do you believe that Africa has moved faster or more intentionally towards industrialization since IDDA III implementation started? <ul style="list-style-type: none"> ○ Why? Can you share any evidence?

	industrial development in Africa?	
SUSTAINABILITY	<p>vi. How sustainable are the results achieved through IDDA III projects and programmes?</p> <p>6.1. To what extent have IDDA III activities fostered the capacity of local stakeholders in beneficiary countries to sustain the results achieved?</p> <p>6.2. Do the partnerships and collaborations established through IDDA III projects have a strong foundation for continued collaboration and resource mobilization beyond the project lifespan?</p> <p>6.3. Have IDDA III activities contributed to systemic changes and policy integration that will promote the sustainability of achieved results within beneficiary countries?</p>	<ul style="list-style-type: none"> • Have African countries developed better capacity for industrial development since IDDA III started? <ul style="list-style-type: none"> ○ In what ways? ○ Can you share any evidence? • In your own region or country, what types of mechanisms are in place that could sustain the gains made under IDDA III? • Have IDDA III projects, programmes and interventions built the capacity of local stakeholders in beneficiary countries to ensure the long-term sustainability of achieved results? • Have any stakeholder partnerships and collaborations been established to sustain IDDA III results? • To what extent are the achieved benefits likely to continue?
GOVERNANCE AND OWNERSHIP	<p>ii. How appropriate, effective and efficient is the IDDA III business model in reflecting the ownership, lead implementation, and financing, considering AUDA-NEPAD owning the initiative and UNIDO being the lead UN agency in providing ISID through technical assistance and capacity building?</p>	<ul style="list-style-type: none"> • In your view, how well does the current governance model of IDDA III (AUDA-NEPAD ownership with UNIDO as lead technical agency) foster ownership and efficient resource allocation? • Are beneficiary countries involved in the design of projects, programmes and interventions? <ul style="list-style-type: none"> ○ Can you provide specific examples? • To what extent do the beneficiary countries have ownership of the projects, programmes and interventions? <ul style="list-style-type: none"> ○ Can you provide specific examples?

Interview questions targeted at specific stakeholder groups

A. Government and Public Institutions

1. Considering Africa's expanding GDP, growing middle class, and increasing industrial capabilities, how would you evaluate the progress of industrial development in your country, region, or at the continental level during the period from 2016 to 2025?
2. In your perspective, what are the key milestones Africa has achieved in terms of industrialization since 2016? What challenges has the continent faced, and what prospects lie ahead for further progress?
3. What priority areas would you like to see addressed in any successor programmes developed for endorsement by the United Nations General Assembly?
4. How could international cooperation be enhanced to better support industrial development in Africa? Are there particular models or partnerships that could be leveraged?

B. International Partners and Development Agencies

1. As an international partner actively involved in advancing Africa's industrial and economic development, could you outline the distinctive ways our organization has contributed to the achievements of the Third Industrial Development Decade for Africa (IDDA III)?
2. From your experience, what key lessons have been learned that could improve the effectiveness of future international collaborations in industrial development?
3. What specific changes or enhancements would you recommend strengthening the effectiveness of future partnerships in supporting industrial development in Africa?
4. What strategies does your organization employ to support local industries and entrepreneurs within the framework of IDDA III? How do you ensure these strategies are sustainable in the African context?
5. What role does your organization play in facilitating technology transfer and innovation in Africa's industrial sectors as part of IDDA III? Could you detail any significant projects or outcomes?

C. International Donors and Development Finance Institutions

1. The IDDA III resolutions urged the international community, including donors and development financial institutions like yours, to support the implementation of IDDA III. Can you outline the key contributions your organization has made towards achieving the goals of IDDA III?
2. Despite increased commitment from donors and development financial institutions, Africa still lags behind, particularly in manufacturing value added. What innovative financing solutions could be leveraged to bolster efforts focused on increasing manufacturing value added?
3. How has your organization coordinated with local governments, other donors, and private sector partners to maximize the impact of your contributions under IDDA III?
4. Have there been any significant shifts in your strategy or approach to funding industrial development in Africa during IDDA III due to emerging challenges or opportunities? If so, please elaborate.
5. As IDDA III approaches its conclusion, what plans does your organization have for future engagement in African industrial development? Are there any changes or expansions in strategy being considered?

D. Private Sector (associations, councils, foundations etc.)

1. Could you highlight some of the key contributions of the African Private Sector during the IDDA III decade (2016- 2025).

2. What are the key challenges encountered by the private sector during IDDA III, and what specific solutions should be incorporated into any future initiative led by the AU for United Nations General Assembly consideration?
3. What are some specific and innovative opportunities that have arisen to strengthen the private sector's role in industrial development, and how can these be effectively leveraged moving forward?"
4. What types of partnerships has your organization developed to support industrial development initiatives under IDDA III? How do these collaborations enhance your strategic goals and contribute to mutual benefits?

Survey questionnaire (deployed via Microsoft Forms)

This survey is part of the independent strategic evaluation of IDDA III, commissioned by the Independent Evaluation Unit at UNIDO. The goal of IDDA III is to promote inclusive and sustainable industrial development in Africa.

The evaluation aims to assess the implementation of IDDA III and its achievement of strategic objectives.

Your perspective is crucial for our analysis and recommendations. Your responses will be used solely for this evaluation and presented in aggregate form.

The survey has 27 questions and will take approximately 10 minutes to complete.

Please respond as someone involved with IDDA III, either through direct participation or support, or through broader industrialization activities in Africa. Consider all related programs, projects, activities, events, and interventions you are aware of or involved in.

If you have any questions or concerns about the evaluation or this survey, please contact Elham McManus at UNIDO e.mcmanus@unido.org.

Thank you for your contribution!

1. In your current role, which of the following are you affiliated with? *
 - International Organization (e.g., World Bank, EU, UNIDO, UNECA, etc.)
 - Regional Organization (e.g., AUC, RECs, etc.)
 - Government Agency
 - Development Finance Institution (e.g., AfDB, Afreximbank, etc.)
 - Private Sector Organization
 - Non-Governmental Organization (NGO)
 - Other

2. Did you join your current organization before 2016?
 - Yes
 - No

3. What gender do you identify with?
 - Male
 - Female
 - Prefer not to say

4. How familiar are you with IDDA III?
 - Very familiar: I have detailed knowledge of IDDA III's objectives, activities, and milestones
 - Somewhat familiar: I have some knowledge about IDDA III
 - Heard of it: I have heard of IDDA III but don't know much about it
 - Unaware: I have never heard of IDDA III

5. What is your level of engagement with IDDA III?

- Highly engaged: Through my role, I am actively involved in projects or initiatives related to IDDA III
- Moderately engaged: I participate in some activities related to IDDA III, but it is not my main focus
- Occasionally engaged: I contribute to or follow IDDA III activities approximately twice a year
- Not engaged: I do not participate in any related activities

6. Have you seen and read the IDDA III Joint Roadmap before? *

- I have read it thoroughly or frequently refer to it
- I have skimmed through or read some parts
- I have seen but not read it I have never seen it

7. Please rate your level of awareness of/ engagement with the following organs related to IDDA III?

	Unaware	Aware but never engaged	Occasionally engaged	Regularly engaged	Actively involved
<i>Steering Committee</i>					
<i>Expert Working Group</i>					

8. Overall, to what extent do you think that IDDA III has been a successful initiative in advancing industrial growth and development in Africa?

- Highly successful
- Successful
- Moderately successful
- Not successful
- Do not know

9. How has IDDA III impacted industrial growth and development across Africa? Please provide **one or two specific examples of outcomes or impacts** that you believe would not have occurred without IDDA III.

10. Can you share **one or two specific instances** where IDDA III projects, programs, or initiatives – implemented by your office/organization or that you are aware of—have **directly benefited your country, region or Africa** as a whole? Consider examples such as new policy developments, capacity-building efforts, or improvements in industrial infrastructure.

11. **Relevance:** To what extent do you agree with the following statements?

S/N	Relevance	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>IDDA III projects are relevant to the industrial needs of Africa</i>						
2.	<i>IDDA III projects, programmes and initiatives that I know of are relevant to the context within which they are implemented</i>						
3.	<i>The beneficiaries are typically consulted to design the projects</i>						

12. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

13. **Coherence:** To what extent do you agree with the following statements?

S/N	Coherence	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>IDDA III is aligned with AU Agenda 2063</i>						
2.	<i>IDDA III is aligned with AIDA</i>						
3.	<i>IDDA III projects, programmes and initiatives align with regional industrial objectives, priorities, policies and programmes</i>						
4.	<i>Projects implemented by different stakeholders in pursuit of IDDA III strategic objectives often duplicate each other</i>						

14. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

15. **Effectiveness:** To what extent do you agree with the following statements?

S/N	Effectiveness	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>IDDA III activities have contributed to Africa's inclusive and sustainable industrialization</i>						
2.	<i>IDDA III activities have contributed to regional inclusive and sustainable industrialization</i>						
3.	<i>IDDA III projects, programmes and initiatives are achieving their expected outcomes</i>						
4.	<i>The capacity for industrialization has increased in Africa specifically because of IDDA III activities</i>						

16. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

17. **Efficiency:** To what extent do you agree with the following statements?

S/N	Efficiency	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>Sufficient institutional, financial, and human resources are committed to IDDA III activities</i>						
2.	<i>IDDA III projects, programmes and initiatives are adequately staffed</i>						

3.	<i>IDDA III projects, programmes and initiatives are usually completed on time</i>						
4.	<i>IDDA III projects, programmes and initiatives are usually completed within budget</i>						

18. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

19. **Progress to impact:** To what extent do you agree with the following statements?

S/N	Progress to impact	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>IDDA III activities have contributed to increased industrial policymaking in Africa</i>						
2.	<i>The positive outcomes (intended and unintended) generated under IDDA III surpass the negative outcomes (intended and unintended)</i>						
3.	<i>IDDA III has contributed to the development of new industrial norms and standards in Africa</i>						
4.	<i>There has been continuous and well-publicised advocacy, policy advice, and technical assistance for Africa's industrialization under IDDA III</i>						
5.	<i>IDDA III activities have spurred increased private sector involvement in industrialization discussions in Africa</i>						

20. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

21. **Sustainability:** To what extent do you agree with the following statements?

S/N	Sustainability	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>The outcomes of IDDA III activities are institutionalized and mainstreamed in regional plans and programmes</i>						
2.	<i>IDDA III activities have helped to build capacity for industrial development</i>						
3.	<i>I am aware of mechanisms to sustain IDDA III outcomes</i>						
4.	<i>I believe the achieved benefits under IDDA III will continue to exist beyond 2025</i>						

22. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

23. **Governance:** To what extent do you agree with the following statements?

S/N	Governance	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Do not know
1.	<i>IDDA III is inclusive in the sense that steering committee, experts working group, and other implementing partners actively seek the input of beneficiary countries/regions in project implementation</i>						
2.	<i>There is a general sense of ownership of IDDA III among relevant stakeholders</i>						
3.	<i>The current governance model with UNIDO's technical leadership is effective</i>						
4.	<i>The current governance model with UNIDO's technical leadership is efficient</i>						

24. Any comments? Please use this space to provide additional comments or to elaborate on any of your answers above.

25. Based on your responses so far, do you see the need for a similar initiative to IDDA III in future?

- Definitely
- Probably
- Not sure
- Probably not
- Definitely not

26. Kindly elaborate your answer above.

27. Any final comments you would like to share regarding IDDA III.

Annex VI: Review of IDDA III Timeline and Official Documents

Detailed Implementation Timeline of IDDA III

Year	Milestone	Details
2016	Initiation	UNGA Resolution A/RES/70/293 declared 2016-2025 as the Third Industrial Development Decade for Africa (IDDA III)
2017	UNIDO Planning	Internal coordination mechanisms established and UNIDO Roadmap for IDDA III implementation published
2018	Preparation of Joint Planning	Identification of IDDA III Focal Points and launch of the IDDA III Champions initiative; Supported establishment of the Action Plan for the Accelerated Industrial Development of Africa (AIDA) Implementation and Coordination Unit at the AUC.
2019	Joint Planning	First and Second Meetings of IDDA III Focal Points at UNIDO HQ (March 2019) and UN HQ Geneva (July 2019); the idea for an AU Summit on Industrialization muted at the 3rd IDDA III High-level Event in the margins of UNGA74; at the 18th General Conference (GC.18), the AU AfCFTA Champion and IDDA III Champion addressed a solemn called to the United Nations (UN) SG for the organization of a Summit on Africa's industrialization.
2020	Joint Planning and Programming	First Virtual Meeting of IDDA III Focal Points in September 2020 - Validation of the Joint Roadmap and identification of joint initiatives (first track); AfCFTA and IDDA III Champion recommended to the AU General Assembly the organization of a Summit on Industrialization; AU General Assembly decided to organize the African Union (AU) Summit on Industrialization and Economic Diversification in 2020 (postponed to 2022 due to COVID-19).
2021	Cooperation at Global and Regional levels for Joint Roadmap implementation and IDDA III Review	Comprehensive overview of the Africa-centered programmes and projects of all international organizations and donors initiated (second track for identification of joint initiatives); Joint IDDA III/ RECs Work Plans developed; Second Virtual Meeting of IDDA III Focal Points; Development of the Africa Industrial Observatory initiated; UNIDO engaged in the development of large scale continental and regional initiatives (e.g. Comprehensive African Agriculture Programme (CAAPs) under the Malabo Comprehensive Africa Agriculture Development Programme (CAADP) Agenda, Zambia-Zimbabwe Common Agro-Industrial Park, Africa Industrialization Index, C4 Group Cotton Road initiative, Common Market for Eastern and Southern Africa (COMESA) Regional Pharmaceutical Programme; ECCAS Regional Value Chain

		development programme; AUC Continental/Regional Value Chains Mapping Study for AfCFTA implementation).
2022	Continued implementation of the IDDA III Joint Roadmap and Regional Action Plans	Co-organized the African Union (AU) Summit on Industrialization and Economic Diversification; Africa Industrial Observatory (AIO) conceptual framework developed and launched together with the first generation of Africa Industrialization Index; Co-organized the African Union (AU) Leadership engagement on the implementation of the Comprehensive African Agriculture Programme (CAAPs), which recommended implementation of ten (10) Cross-bounders Cross-border Agro-Industrial Parks (CAIP) of about two (2) per African regions; Strengthened engagement and partnership with national, Regional and Continental inter-governmental organizations towards implementation of the Decisions and Resolutions of the African Union (AU) Summit. African Union (AU) Champion for Inclusive and Sustainable Industrial Development (ISID) nominated.
2023	Continued implementation of the IDDA III Joint Roadmap and Regional Work Plans	Action Plan for implementation of the Decisions and Resolutions of the African Union (AU) Summit developed and operationalized, with implementation coordinated through the AUC; UNIDO hosted at HQ the CAAPs Technical Working Group (TWG) Annual retreat, which prioritized concrete actions compiled in 7 major programme clusters; Supported the inaugural coordination meeting with all the Regional Economic Communities (RECs) for implementation of the CAAPs; Enhanced engagement with RECs alongside negotiations for the development and implementation of the EU Technical Cooperation Management Programme (TCMAP).
2024	Continued implementation of the IDDA III Joint Roadmap & Regional Work Plans and Evaluation	AUC requested a strategic evaluation of IDDA III to guide the way forward beyond IDDA III; Independent Strategic Evaluation conducted by UNIDO; UNIDO to undertake feasibility studies for Cross-border Agro-Industrial Parks (CAIPs) in COMESA and ECOWAS; Co-organize the First Congress of African Mineral Resources Development (CAMRED) and strengthen engagement with the Africa Mining Development Center (AMDC); Engagement in the development of the 10-year post-Malabo Comprehensive Africa Agriculture Development Programme (CAADP) implementation plan.

IDDA III UNIDO Roadmap (2017)

This document was prepared by UNIDO as the technical lead for the implementation of IDDA III. It articulates the intervention logic of IDDA III in the form of *“four issues that are critical for the successful implementation of IDDA III. The first is government ownership and leadership, for which success will depend on a clear vision, commitment and resolve on the part of African Governments. The second is the strengthening of an enabling business environment, in which the Road Map supports the development or enhancement of a robust framework for industrialization. This includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies, and market institutions. Third is a sectoral focus, whereby the Road Map prioritizes sectors that have high potential for growth that can meaningfully contribute to the alleviation of poverty. The fourth is building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources.”*³⁶ It also articulates six pillars to facilitate and fast-track IDDA III implementation, including but not limited to extensive stakeholder partnerships.

IDDA III Joint Road Map (2019)

This document is an outcome of the meeting of focal points that was held in UNIDO Headquarters in 2019. The process that culminated in its preparation started in 2017 after the UNIDO Roadmap had been prepared. Thus, the Joint Roadmap builds upon the UNIDO Roadmap to articulate the logic and implementation framework of IDDA III, and to ensure the buy-in of all the critical stakeholders. Among other things, the Joint Roadmap defines six strategic objectives and clearly articulates strategic action areas for each objective. In conjunction with the UNIDO Roadmap, the Joint Roadmap emphasizes stakeholder engagement and establishes a clear institutional mechanism for involving governments, private sector actors, and civil society organizations. This collaborative approach fosters ownership and ensures all stakeholders are working towards the same goals. To track progress and ensure efficiency, the roadmap defines key strategic milestones and defines a monitoring, evaluation and reporting framework, of which this independent strategic evaluation is the final step. These milestones act as checkpoints, providing a way to measure success and identify areas for improvement throughout the program’s lifecycle. Overall, the Joint Roadmap highlights the crucial pillars and principles that form the foundation of IDDA III. These pillars and principles encompass various aspects critical for success, such as convening international fora for knowledge sharing and fostering collaboration, providing targeted technical cooperation to African institutions, and securing resources for program implementation.

IDDA III Annual Progress Reports to the UN Secretary General (2017 – 2023)

The seven (7) UNIDO Director-General/CEO Annual Progress Reports, spanning 2017 to 2023, form a critical series keeping the UNGA informed of the progress of IDDA III towards achieving ISID in Africa. These annual reports follow a consistent structure of four (4) sections: Introduction, Progress in the implementation of key priorities; Crosscutting issues; and Conclusions and Recommendations. The introductory section sets the stage by summarizing the UN resolution establishing IDDA III and

³⁶ IDDA III UNIDO Roadmap, pp. v-vi

providing an overview of Africa's industrial landscape and relevant global economic trends. Following this, the progress report section highlights the achievements and current status of key IDDA III projects, programmes and interventions by UNIDO and other implementing partners. It also highlights the resources (financial and personnel) committed to some of these projects, programmes and interventions.³⁷ The section on crosscutting issues focuses on progress in integrating women into industrial development and addressing youth employment. Finally, the reports conclude by summarizing key achievements, drawing conclusions based on progress, identifying emerging issues, and offering recommendations for further action. The very first report in 2017 is an outlier in the sense that it provides less on progress but instead outlines the conceptual framework and implementation plan for IDDA III, similar to the information presented in the IDDA III Joint Roadmap. This is to be expected given that IDDA III implementation commenced only the year before.

³⁷ At the time of writing this report, budget information was found for only 75 of the 702 activities, programmes and interventions mentioned in the progress reports.

Annex VII: Overview of Main Advocacy Activities

Africa Industrialization Day

The Africa Industrialization Day, designated as November 20 of each year, originated in July 1989 during the 25th Ordinary Session of the Organization of African Unity (OAU), which is the predecessor of the African Union (AU). In December 1989, the UN General Assembly proclaimed November 20 as Africa Industrialization Day.³⁸ Since then, the day has been marked with events within the United Nations System to raise awareness about the importance of Africa's industrialization and the challenges faced by the continent.³⁹ Activities marking the day shifted from a single day to a weeklong event since 2018.⁴⁰ The activities bring together governments, development partners, and organizations like the UNIDO, African Union, and regional economic communities.⁴¹ The themes of Africa Industrialization Day highlight a wide range of issues crucial for ISID. For example, the 2023 edition focused on "Accelerating Africa's Industrialization through the Empowerment of African Women in Processing for an Integrated Market,"⁴² while the 2020 theme was "Inclusive and sustainable industrialization in the AfCFTA era."⁴³ While the focus areas may change annually, Africa Industrialization Day consistently emphasizes the crucial role of industrialization in driving economic diversification, job creation, and poverty reduction in Africa. However, this evaluation has not found a central repository of information on all observances of the Day, making comprehensive evaluation challenging.

IDDA III Focal Points Initiative

Recognizing the need for improved coordination among stakeholders, and in recognition of the difficulties associated with functionalizing the IDDA III Steering Committee, UNIDO spearheaded the nomination of focal points for the IDDA III programme. These focal points represent implementing partner organizations including AUC, UNECA, AfDB, Afreximbank, NEPAD, BADEA, ECOWAS, ECCAS, COMESA, SADC, EAC, UMA, FAO, World Bank, European Commission, EIB, WTO, UNOHRLLS, ILO, OSAA, ITC, UN-DESA, ITU, WIPO, UNDP, IOM, ECOSOC, UNCTAD and others. The IDDA III Focal Points Initiative, which stood in place of the Expert Working Group prescribed in the Joint Roadmap, held its first meeting in 2019. The initiative operates with the goal of driving program design, implementation, monitoring, and evaluation.⁴⁴ According to a UNIDO personnel involved in IDDA III implementation, "IDDA III created an environment, especially with the establishment of focal points across 30 institutions, generating ripple effects to address industrialization challenges by African governments and institutions. This positive change in ambiance increased mobility towards industrialization."

³⁸ <http://undocs.org/A/RES/44/237>

³⁹ <https://www.un.org/en/observances/africa-industrialization-day>

⁴⁰ <https://www.un.org/en/observances/africa-industrialization-day>

⁴¹ <https://abudhabisustainabilityweek.com/Leadership/Expert-Insights/10-key-facts-about-Africa-Industrialization-Day>

⁴² <https://au.int/en/newsevents/20231120/celebration-africa-industrialization-day-aid-2023>

⁴³ <https://www.afdb.org/en/events/africa-industrialization-day-2020>

⁴⁴ <https://downloads.unido.org/ot/17/51/17514457/190375>

Initially, the initiative saw promising engagement. UNIDO organized four meetings (including one physical meeting each in March and July 2019) with the focal points to develop a joint roadmap for IDDA III and to create action plans with the involvement of Regional Economic Communities (RECs) to ensure regional buy-in and implementation.⁴⁵ This early participation from key international development partners and African entities like the AUC, AfDB, and RECs demonstrated early enthusiasm for IDDA III. However, there seemed to be a loss of momentum over time, and follow-up interactions happened individually instead of collectively (Table 9). The core challenge appears to be the lack of a shared understanding of the programme's framework. While UNIDO and other partners envisioned IDDA III as a global initiative akin to the SDGs, some focal points perceived it as a UNIDO-driven program, expecting UNIDO to take the lead and provide funding for all activities including meetings and committees. Moreover, the nomenclature and functional approach being different from the prescription in the Joint Roadmap implied that many stakeholders did not view the Focal Points in the same light as they might have viewed a formal Expert Working Group.

Table 9: Meetings with IDDA III Focal Points from key implementing partners

Institution	Meeting Date
ECOWAS	Thursday, 4 th March, 2021, 12PM
ECCAS	Friday 5 th March 2021, 2PM
SADC	Monday 8 th March 2021, 8AM
COMESA	Tuesday, 9 th March, 2021, 12PM
FAO	Thursday 15 th April 2021, 10AM
ITC	Friday 16 th April 2021, 10AM
Afreximbank	Friday 23 rd April 2021, 2PM
ILO	Thursday 22 nd April 2021, 2PM
AfDB	Wednesday 19 May 2021, 10AM

IDDA III Championship Initiative

The IDDA III Championship initiative, which was officially launched in 2018, is similar to the Focal Points initiative but operates at a much higher level. Specifically, the IDDA III Joint Roadmap set the target of forming a community of African Heads of State who will act as champions for the implementation of IDDA III. These IDDA III Champions are expected to assist UNIDO through advocacy and advisory functions. The Terms of Reference developed by UNIDO for each Champion indicates that they should actively promote the role of inclusive and sustainable industrial development within the IDDA III framework and provide advice on possible directions of UNIDO activities in the context of global economic developments to support the promotion of Africa's industrialization. At the time of this evaluation, 13 Presidents and Heads of Government of AU Member States had served or were serving as IDDA III Champions (Table 10).

⁴⁵ <https://indico.un.org/event/31265/timetable/#all>

Table 10: List of IDDA III Champions

S/N	IDDA III Champion	Official Designation
Current Champions		
1	H.E. Mr. Évariste Ndayishimiye	President of the Republic of Burundi
2	H.E. Mr. Alassane Ouattara	President of the Republic of Côte d'Ivoire
3	H.E. Ms. Sahle-Work Zewde	President of the Federal Democratic Republic of Ethiopia
4	H.E. Mr. Abdel Fattah Al-Sisi	President of the Arab Republic of Egypt
5	H.E. Mr. Nana Addo Dankwa Akufo-Addo	President of the Republic of Ghana
6	H.E. Mr. Andry Rajoelina	President of Madagascar
7	H.E. Mr. Cyril Ramaphosa	President of the Republic of South Africa
8	H.E. Mr. Macky Sall	President of the Republic of Senegal
Former Champions		
9	H.E. Mr. Edgar Lungu	Former President of the Republic of Zambia
10	H.E. Mr. Mahamadou Issoufou	Former President of the Republic of Niger
11	H.E. Ms. Marie-Louise Coleiro Preca	Former President of Malta
12	H.E. Mr. Uhuru Kenyatta	Former President of the Republic of Kenya
13	H.E. Mr. Muhammadu Buhari	Former President of the Federal Republic of Nigeria

Stock of high-level advocacy events at the UNGA

Since the start of IDDA III in 2016, a total of six high-level events have been led by UNIDO and co-organized with key stakeholders. The first event was held in 2017 and there was none in 2020 due to the pandemic. Table 11 provides details on these events.

Table 11: Stock of high-level advocacy events at the UN General Assembly

Year	Co-organizers	Theme	No of attendees (approximate)	Example of high-level attendees
2017	UNIDO, AUC, UNECA, AfDB, OSAA	The Third Industrial Development Decade for Africa: From Political Commitment to	120	<ul style="list-style-type: none"> Deputy UNSG Former President of Zambia Former Vice-President of Botswana

		Actions on the Ground		<p>(currently the President)</p> <ul style="list-style-type: none"> • Former Prime Minister of Ethiopia • President of the 72nd UNGA • Ministers from 4 countries (Botswana, Kenya, Morocco, Zambia) • Heads of agencies from Austrian Development Agency, AMU, AUDA-NEPAD, CEN-SAD, EAC, ECOWAS, IGAD, UNOHRLS
2018	UNIDO, AUC, AfDB, UNECA, FAO	Enhancing global partnerships for IDDA III – Key for successful implementation of the African Continental Free Trade Area (AfCFTA)	150	<ul style="list-style-type: none"> • Deputy UNSG • Former Vice-President of Côte d'Ivoire • Former President of Malta • Ministers from 7 countries (Côte d'Ivoire, Egypt, Kenya, Niger, Rwanda, Senegal, Zambia) • Heads of agencies from ITC, UNOHRLS
2019	UNIDO, AUC, UNECA, AfDB, AfroChampions Initiative, Afreximbank, ITU	Promoting innovation and infrastructure development: A pathway for boosting manufacturing in Africa in the Fourth Industrial Revolution	180	<ul style="list-style-type: none"> • UNSG • Former Vice-President of Côte d'Ivoire • Former President of Guinea • Former President of Zambia • Ministers from 4 countries (Ghana, Niger, Rwanda, South Sudan) • Heads of agencies from FAO, ITC,

				OSAA, UNCTAD, UNOHRLLS, UN Women
2021	UNIDO, AUC, AfDB, UNECA, AfroChampions Initiative, AUDA-NEPAD, OSAA, Afreximbank	Strengthening Africa's Pharmaceutical Industry - learning the lessons from COVID-19	200	<ul style="list-style-type: none"> • Deputy UNSG • President of Ethiopia • Former President of Burkina Faso • Ministers from 3 countries (Germany, Kenya, Madagascar) • Heads of agencies from WAHO
2022	UNIDO, AUC, UNECA, OSAA, AfroChampions Initiative, Afreximbank	Accelerating energy access and green transition for Africa's inclusive and sustainable industrialization	60 physical, 100 online	<ul style="list-style-type: none"> • Minister of Industry and Youth Entrepreneurship of Niger • Under-Secretary-General and Special Adviser on Africa on behalf of the Deputy UNSG • Deputy Speaker of the House of Representatives of Egypt.
2023	UNIDO, AUC, UNECA, ACBF, Africa Business Council, ILO, Afreximbank, Tony Elumelu Foundation	Positioning Africa's Industrial Skills Development, Deployment and Retention: Accelerating Manufacturing	108 physical, 16 virtual	<ul style="list-style-type: none"> • Minister of Labour and Skills, Ethiopia • Minister of Industry, Commerce and Consumer Affairs, Madagascar • Minister of Industry, Trade and Investment, Nigeria • Minister of Marine and Blue Economy, Nigeria

Source: UNIDO documents



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