

eio

independent  
evaluation

## Independent Evaluation of the UNIDO Programme for Country Partnership (PCP) Framework

### EVALUATION OBJECTIVES

1. Assess the adequacy of the PCP framework to UNIDO's mandate of promoting industrial development, accelerating the achievement of SDG 9, and contributing to the 2030 Agenda for Sustainable Development.
2. Assess whether UNIDO's different roles and tasks within the PCPs are conducive to the achievement of expected results.
3. Assess the adequacy of the PCP framework for UNIDO's future programming at the country level and in the context of the UNIDO medium-term programme framework and UNIDO's priorities and goals.

The evaluation covered the period from 2014 to 2022.



### KEY PCP FEATURES



STRONG HOST  
GOVERNMENT  
OWNERSHIP



MULTISTAKEHOLDER  
PARTNERSHIP



FINANCIAL  
RESOURCES



STRONG DIAGNOSTIC  
FRAMEWORK



PRIORITIZED NUMBER  
OF SECTORS



BUILT ON THE FOUNDATION  
OF A THEORY OF CHANGE  
AND RESULTS FRAMEWORK

### KEY FINDINGS



NATIONAL  
OWNERSHIP  
IS CRITICAL



IMPROVED KNOWLEDGE  
AND UNDERSTANDING  
OF ISID OPTIONS AND  
STRATEGIES AMONG  
PCP POLICYMAKERS



IMPROVED MULTILATERAL  
STAKEHOLDER  
PARTNERSHIPS/  
COORDINATION



ENGAGEMENT WITH  
THE PRIVATE SECTOR  
IS A CHALLENGE



ENHANCED  
PRIORITIZATION IN  
CHOOSING SECTORS  
AND GOALS



NEED FOR RESULTS-  
BASED PLANNING,  
MONITORING &  
FEEDBACK MECHANISMS



MORE RESOURCES  
FOR ISID PLANS  
NEEDED

## CONCLUSIONS

The UNIDO PCP approach has the potential to be effective in contributing to industrial development agendas in countries, but it depends on strong national ownership and commitment. National commitment needs to go beyond political support and be also demonstrated by financial and human resources allocation in national counterpart institutions. Challenges include confusion of PCPs with traditional Country Programmes, limited engagement with the private sector, and the need for better monitoring and reporting. While the PCP approach has demonstrated its potential for scaling up, it is resource intensive and therefore not sustainable in its current form.

## RECOMMENDATIONS

1

Harmonize country programmatic approaches across all Member States under a unique rebranded UNIDO Country Programme approach and mainstream the key PCP features within it.

2

Review and formulate an approach for better leveraging the private sector and other partnerships under the unique rebranded approach for country programming.

3

UNIDO should formally re-establish the Headquarters' "country programming" coordination function within the existing Secretariat structure, including commensurable financial and human resources, to enable adequate and systematic monitoring, reporting, guidance, and tracking of results and expenditures of the newly rebranded country programmes.

# SWOT ANALYSIS OF THE PCP APPROACH

## STRENGTHS

- PCP features provide a clear context and prerequisites for UNIDO services to be more effective and impactful.
- PCPs work well when accompanied by clear and increased national (government) ownership, leadership, and commitment.
- Contributes to Multilateral stakeholder partnerships and strong coordination within the country.
- Enables better contribution to and alignment with SDGs and UNSDCF's than traditional programming.
- Improved focus on UNIDO lower case and member countries in their ISID agenda.

## WEAKNESSES

- Misunderstanding of expectations and roles of UNIDO and Governments of PCP countries.
- Institutionalization of overall coordination and monitoring in UNIDO.
- PCPs as currently practiced are resource intensive.
- Single donor dependence (so far) for funding support to PCP programming and coordination.
- Limited engagement with the private sector has been achieved so far.
- Unclear differentiated values, roles, and responsibilities for PCPs and CPs.
- Unclear selection criteria for PCPs countries.
- Monitoring & evaluation including overarching coordination costs.

## OPPORTUNITIES

- A clear opportunity to encourage ownership and commitment by participating Member States.
- Relevant to industrial development goals of member countries.
- Leveraging positive features of PCPs and incorporating them into regular CPs.

## THREATS/ CHALLENGES

- Perceived inequities among CP and PCP Member States.
- Uncertain future funding.
- Lack of co-financing from some receiving governments.
- Limited clarity on roles may affect the effectiveness of PCPs.

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