

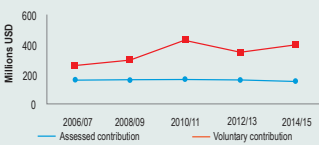


UNIDO's partners* are:

- 168 member states
- Multilateral institutions

*Private sector and civil society organisations are important partners, but were not the focus of this evaluation.

UNIDO's voluntary contributions have been increasing from 2006 to 2015, despite a slight decrease in core funding, demonstrating interest and confidence in UNIDO.



80% of UNIDO staff surveyed believe that donors are full partners of UNIDO, not just funders

Providing new, flexible funding modalities for voluntary funds is a top priority for 83% of partners surveyed

Effectiveness satisfactory in 91% of projects & programmes evaluated from 2012 to 2016, as rated by UNIDO Independent evaluations

For further information, please contact:
UNIDO Independent Evaluation Division
evaluation@unido.org
www.unido.org/resources/evaluation

EVALUATION ENGAGEMENT

- 84 Partner representatives interviewed
- 42 UNIDO staff members interviewed
- 68 Survey responses from UNIDO partners and staff

Partners are motivated by:

Relevance: Alignment between UNIDO's mandate to promote Inclusive Sustainable Industrial Development (ISID) and SDG 9 (Industry, Infrastructure & Innovation), and partners' interests and objectives.

Results: Technical competence of UNIDO track record of delivering good results.

Relationships: Ongoing liaison and substantive dialogue, efficient funds administration, transparency & accountability.

EVALUATION ASSESSMENT

Key findings in relation to evaluation criteria

- UNIDO's **relevance** to funding partners is **strong and increasing** in relation to their own priorities.
- Funding partners believe that UNIDO's **delivery of projects and programmes** is generally of **high quality** and **good value for money**.
- In general there are **positive operational-level partnership arrangements and relationships** with funding partners.
- Key areas with lower performance and future risks that were consistently highlighted were **strategic-level partnership management and sustainability of results**.

Criteria	Sources of evidence						
	Document review	Case studies	Previous evaluations	Donor survey	Staff survey	Staff interviews	Evaluation assessment
Relevance	●	●	●	●	●	●	●
Effectiveness (short-term results)	●	●	●	●	●	●	●
Sustainability (long-term results contributing to ISID)	●	●	●	●	●	●	●
Efficiency	●	●	●	●	●	●	●
Relationships (strategic management)	●	●	na	●	●	●	●
Relationships (operational management)	●	●	●	●	●	●	●

● Satisfactory ● Partially satisfactory ● Unsatisfactory na Not available

Source: Evaluation analyses across evidence sources (2017)

GOOD PRACTICES

- Partnerships that engage country governments and private sector partners: Funding partners value UNIDO's capacity to act as a "neutral broker" between governments, private sector and vulnerable communities and environments. The mutual benefits of UNIDO's engagement with private sector companies of funding partners' countries is particularly appreciated.
- Flexible funding models for partner contributions: Some partners have provided 'lightly tied' funds. This allows UNIDO to be accountable for the funds but have flexibility in their allocation. It also provides a way for funding partners to support mutual priorities with lower transaction costs.
- In-country offices with partners: The UNIDO Investment and Technology Promotion Offices (ITPOs) and donor liaison offices that work with partner governments and private sector are highly appreciated by partners.

LEARNING FROM OTHERS

Lessons from experience of other UN Organizations:

- Partnership strategies across whole organisations and sufficiently resourced partnership management ensure that partners are provided with appropriate support, clear & consistent messages and strong coordination.
- Accountability & transparency to partners is important. Investments in demonstrating performance in these areas are of benefit to partners.
- Ongoing liaison around shared interests is a key basis for partnerships and can result in identification of opportunities for funding contributions.

WHAT'S NEXT

- 1. Partnership strategy** and supporting systems across the whole organization to ensure that there is a **clear and comprehensive approach across UNIDO**.
- 2. Review and reform the cost structure for managing funding partnerships aligned with the needs of funding partners** and the level of voluntary contributions, to ensure **sufficient staffing & resources for strategic relationship management**. Adjusting fee structures is recommended to ensure core membership is incentivised.
- 3. Expand the scale and impact of programmes** by shifting toward **larger programmes** (e.g. thematic, regional, multi-disciplined) to reduce transaction costs, while **increasing the quality & extent of results**.
- 4. Strengthen focus on long term results and wider impact** by translating short-term and project-level results into **knowledge and wider impact**.
- 5. Enhance visibility of UNIDO and of funding partner contributions** by improving **marketing of UNIDO's products & capability**. In particular, demonstrating how successful programmes, projects & approaches are achieving results and impact.