

**WHAT IS ToC?**

THEORY OF CHANGE

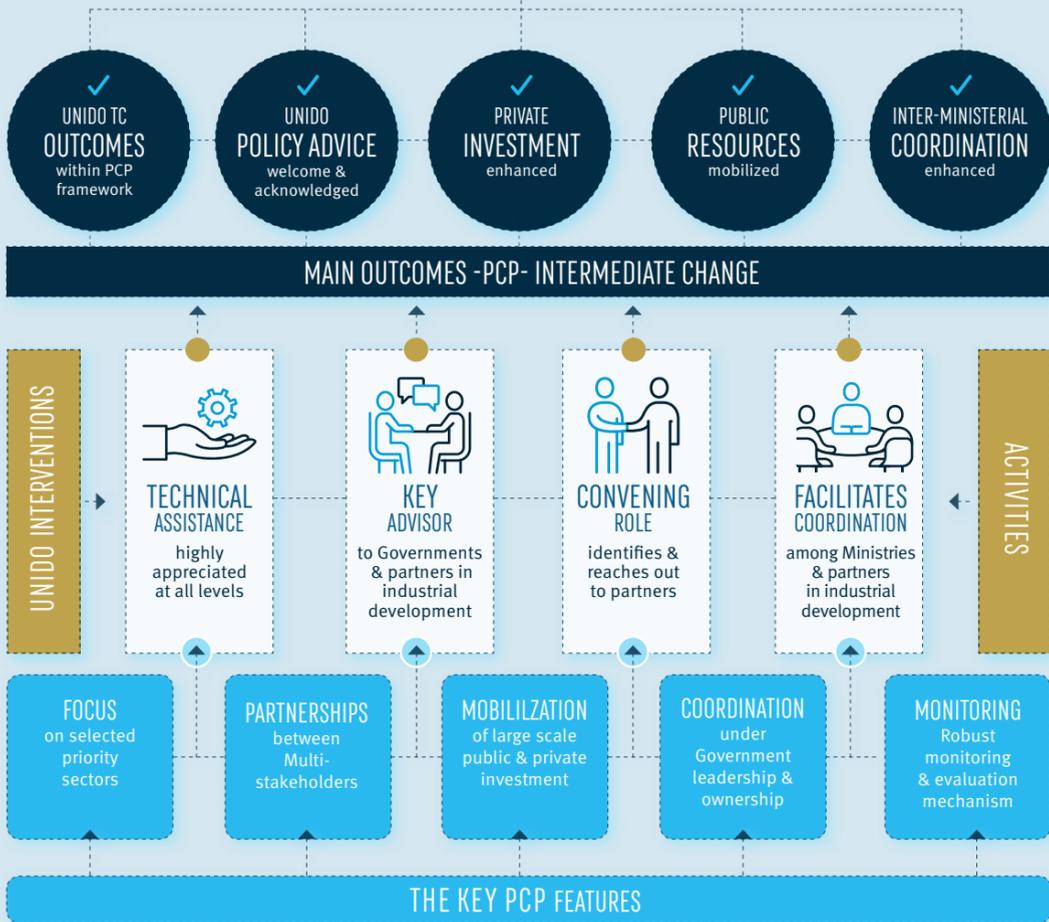
**AN ATTEMPT TO CAPTURE COMPLEX REALITY IN A SIMPLIFIED MANNER** by identifying the fundamental logic in a particular context.



**SDG9/ISID**  
CREATING SHARED PROSPERITY, ADVANCING ECONOMIC COMPETITIVENESS, SAFEGUARDING THE ENVIRONMENT



**GREATER SYNERGIES**  
with Governments & partners



This Theory of Change is based on the analysis of UNIDO documents and discussions related to the PCP mid-term evaluation

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**INDEPENDENT MID-TERM EVALUATION**  
UNIDO'S PROGRAMME FOR COUNTRY PARTNERSHIP

**Office of Evaluation and Internal Oversight**  
**Independent Evaluation Division**



# EVALUATING PCP

A FORWARD-LOOKING ASSESSMENT OF THE PROGRAMME FOR COUNTRY PARTNERSHIP

## BACKGROUND

### WHAT IS PCP?

PROGRAMME FOR COUNTRY PARTNERSHIP

An **INNOVATIVE MODEL** to accelerate inclusive and sustainable industrial development (ISID) in partnership with Member States focusing on sectors with high growth potential.

### WHAT IS MTE?

MID-TERM EVALUATION

A **FORWARD-LOOKING ASSESSMENT** to draw lessons from the pilot phases of the three PCPs and to identify areas for improvement.

## MID-TERM EVALUATION OBJECTIVES



### THE RELEVANCE OF THE NEW STRATEGY

Is the PCP approach relevant to UNIDO's ISID mandate and to the global 2030 UN Agenda?



### THE EFFECTIVENESS SO FAR...

Is the PCP likely to achieve the expected outcomes in the pilot countries?



### THE PREPAREDNESS OF UNIDO AND PARTNERS

Are we prepared for an effective implementation of the PCP?



### THE POTENTIAL FOR FUTURE MAINSTREAMING

What are the lessons and recommendations for further improving the PCP model?

## PCP OBJECTIVES

To extend the impact of UNIDO's technical cooperation and accelerate inclusive and sustainable industrial development in Member States- carrying the PCP approach forward to foster achievement of SDG9, as it unites the features put forward in the Agenda 2030 for sustainable development.

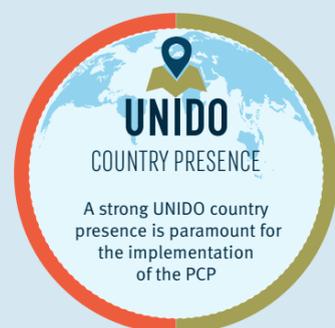


## MID-TERM EVALUATION SCOPE

**3** PILOT COUNTRIES



EVALUATION TIMEFRAME



## KEY FINDINGS

### 1 UNDERSTANDING PCP

IS PCP BUSINESS AS USUAL?

UNIDO has a significantly enhanced role as advisor, coordinator and convener and contributes to leverage large scale investments and to create synergies with development partners.

### 2 RESOURCE MOBILIZATION

UNIDO'S SUPPORTING ROLE

The primary responsibility for resource mobilization is with the Governments. UNIDO plays a strong supporting and facilitation role.

### 3 PCP SEED MONEY

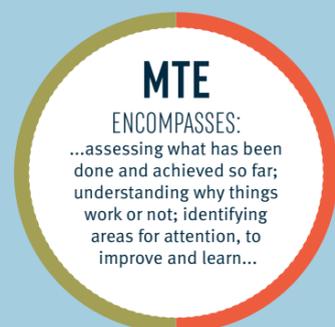
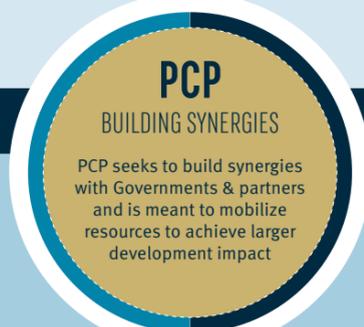
A KEY ELEMENT IN THE PCP EQUATION

The securing of financial resources to kick-start the PCP requires the utmost attention. The underfunded Partnership Trust Fund is a serious constraint to accelerate the PCP implementation.

### 4 STEERING MECHANISM

MONITORING AND REPORTING

National steering mechanisms have the overall responsibility for monitoring the progress in achieving PCP milestones and objectives. So far, no systematic monitoring and reporting has been established.



## KEY RECOMMENDATIONS

### TO IMPROVE PCP UNDERSTANDING

In order for PCP to succeed, UNIDO should clarify and better define the PCP approach and establish realistic expectations.

Government ownership and commitment are fundamental.

### TO DEFINE PCP ROLES AND RESPONSIBILITIES

Better define PCP's roles and responsibilities and ensure consistent communication. While ownership is with the Government, UNIDO should keep advising and accompanying Member States in the implementation of large scale PCP projects.

### TO DEVELOP A MONITORING FRAMEWORK

Develop and establish a robust PCP monitoring framework ensuring consistency, clarity and aggregated results reporting.

Use the Theory of Change (ToC) as the basis for the monitoring and reporting.

### TO ADOPT A WORKING MODALITY

Adopt a working modality uniting a strong, high level country presence, strong leadership from HQ, and a matrix-type reporting to both functional and organizational lines for project managers.

### TO EXPAND PCPs CAUTIOUSLY

Expand PCPs cautiously to more countries, to ensure further organizational learning and addressing areas for improvement.

### TO INCORPORATE THE KEY PCP FEATURES

Focus on selected priority sectors.

Multi-stakeholder partnerships.

Support to government in mobilizing large-scale public & private investment.

Coordination under Government leadership & ownership.

Robust monitoring & evaluation mechanism.

## KEY LESSONS



### LARGE-SCALE PROJECTS

An implementation challenge

The capacity of UNIDO to support the implementation of large-scale projects as the establishment of agro industrial parks, is a challenge.



### MUTUAL COMMITMENT

A strong foundation

The mutual commitment to the PCP at the highest Government level and from UNIDO is indispensable and provides a strong foundation for its success.



### DEVELOPMENT PARTNERS

Commitment from partners

Development partners in general welcome the PCP and are in principle interested in contributing.



### FLAGSHIP PROJECTS

Clear focus and strong visibility

Having the PCP contribute to large-scale government flagship projects gives the PCP a clear focus and strong visibility.



### TECHNICAL ASSISTANCE

A highly trusted & appreciated partner

UNIDO's technical expertise is widely recognized and is seen as an important ingredient to make the PCP work.



### UNIDO'S ROLE

Policy advice

UNIDO was at its best in securing high level 'alliance' with Governments, providing policy advice and playing a convening role.

### EXPECTATIONS

The importance of defining roles and responsibilities

National stakeholder expectations vis-à-vis the PCP are high. Clear agreement of realistic expectations between the Government and UNIDO in terms of roles and responsibilities is important.