



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



eio

independent
evaluation

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

Office of Evaluation and Internal Oversight

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

**Independent Evaluation of the
UNIDO PROGRAMME FOR COUNTRY PARTNERSHIP (PCP) FRAMEWORK**



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, May 2023

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” or “developing” are intended for statistical convenience and do not necessarily express a judgement about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

This publication has not been formally edited.

Distr. GENERAL | EIO/IEU/23/R.1 | May 2023 | Original: English

Contents

- 1. Executive summary 1
- 2. Introduction 7
 - 2.1. Background 7
 - 2.2. UNIDO’s PCP approach 7
 - 2.3. Key features of the PCP approach..... 7
 - 2.4. PCP countries..... 10
- 3. Evaluation Purpose and Scope 11
- 4. Methodology 12
 - 4.1. Inception phase 13
 - 4.2. Data collection phase..... 13
 - 4.3. Data analysis phase and reporting..... 14
 - 4.4. Evaluation limitations 14
- 5. Evaluation findings..... 16
 - 5.1. Activities and Output-level results are accomplished by using the PCP approach... 18
 - 5.2. Immediate outcomes enabled by using the PCP approach..... 19
 - 5.3. Intermediate outcomes enabled by the PCP approach..... 30
- 6. Conclusions 36
- 7. Recommendations..... 39
- 8. Management Action Plans (MAPs) 41
- 9. Annexes 42
 - 9.1. Annex 1: Terms of reference for the evaluation (Summary)..... 42
 - 9.2. Annex 2: Evaluations findings by criteria 46
 - 9.3. Annex 3: Glossary of evaluation-related terms 52
 - 9.4. Annex 4: List of Stakeholders interviewed..... 53
 - 9.5. Annex 5: Overview of PCP Countries 54
 - 9.6. Annex 6: List of documents reviewed..... 56
 - 9.7. Annex 7: Evaluation Results Matrix 58
 - 9.8. Annex 8: Additional data collected by the evaluation..... 60

Illustrations

- Chart 1. PCP Process9
- Chart 2. Evaluation questions..... 11
- Chart 3. Familiarity status of the survey respondents 14
- Chart 4. Theory of Change for the Relationship between the PCP Framework and UNIDO's
ISID Agenda..... 17
- Chart 5. PCP framework's comparative effect on UNIDO's activities and functions 18
- Chart 6. Ratings on the immediate outcomes achieved by using the PCP approach. 21
- Chart 7. Sectors prioritized in PCPs. 28
- Chart 8. Share of PTF contributions by the donor (2015-19) 31
- Chart 9. Technical cooperation (TC) projects across various regions..... 31
- Chart 10. TC portfolio by country before and after the start of the PCP 32
- Chart 11. Actions should UNIDO ideally undertake to achieve its ISID goals..... 35
- Chart 12. SWOT Analysis of the PCP Approach..... 36
- Chart 13: Word cloud based on NVivo Analysis 47
- Chart 14: Recommendations to achieve ISID goals..... 49
- Chart 15. Budget vs. Actual Expenditure 50
- Chart 16. Use and usefulness of the PCP products. 60
- Chart 17. Partnership Trust Funds Account (Provisional) as of 31 Dec 2022 61
- Chart 18. TC projects by country 66
- Chart 19. TC volume and the possible impact of CP/ PCP 68
- Chart 20. Balance in various sub-funds of the UNIDO Partnership Trust Fund (PTF)..... 73
- Chart 21. Total Partnership Trust Fund contributions by the donor (2015-19)..... 74

Acknowledgements

The evaluation team would like to acknowledge and thank all individuals who provided their time and input to contribute to this evaluation. Their perspectives and inputs were essential for the assessment, and it would simply not have been possible to undertake this evaluation without their contribution. The evaluation team would like to particularly thank the UNIDO internal and external stakeholders who participated in interviews, focus group discussions, and the survey.

Evaluation team:

Punit Arora, DeftEdge Corporation

Javier Guarnizo, Director, UNIDO Office of Evaluation and Internal Oversight (EIO)

Jakub Kiedrowski, Chief, UNIDO Independent Evaluation Unit, EIO

Simone La Rosa Monier, UNIDO Independent Evaluation Unit, EIO

Abbreviations and acronyms

Abbreviation	Meaning
AGR	Department of Agri-business (UNIDO)
CP	Country Programme (UNIDO)
EB	Executive Board (UNIDO)
EIO	Office of Evaluation and Internal Oversight (UNIDO)
EU	European Union
FOs	Field Offices
GEF	Global Environment Facility
GEIPP	Global Eco-Industrial Park Programme
GQSP	Global Quality and Standard Programme
HQ	Headquarters
IEU	Independent Evaluation Unit (UNIDO)
IFIs	International Financial Institutions
IRPF	Integrated results and performance framework
ISID	Inclusive and Sustainable Industrial Development
LDCs	Least Developing Countries
LFA	Logical Framework Approach
MD	Managing Director
MICs	Middle-Income Countries
OECD	Organization for Economic Cooperation and Development
PCP	Programme for Country Partnership (UNIDO)
PSM	Programmatic services modules
RBM	Results based management
ROTC	Resource Optimization for Technical Cooperation
QCPR	Quadrennial comprehensive policy review of operational activities
SECO	State Secretariat for Economic Affairs (Switzerland)
SPQ	Office of Strategic Planning, Coordination, and Quality Monitoring
TC	Technical Cooperation
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UR	UNIDO Representative

1. Executive summary

This independent evaluation, included in the 2022 Evaluation work plan of the Office of Evaluation and Internal Oversight (EIO), assessed the overall Programme for Country Partnership (PCP) framework of the United Nations Industrial Development Organization (UNIDO) and its effectiveness in achieving expected results. The evaluation provides inputs for UNIDO management on the PCP framework and its potential as a model for accelerating inclusive and sustainable industrial development in its Member States. The objectives of the evaluation were to assess the adequacy of the PCP framework to UNIDO's mandate, the different roles and tasks of UNIDO within PCPs, and the adequacy of the PCP framework for UNIDO's programming at the country level. The evaluation covered the period from 2014 to 2022 and used standard UNIDO evaluation criteria as well as cross-cutting criteria such as gender equality and social and environmental dimensions to assess the validity and success of the PCP framework.

UNIDO introduced the Programme for Country Partnership (PCP) approach in 2014, in response to the 2013 Lima Declaration. The PCP model aims to accelerate industrial progress in countries by aligning with national development agendas and strategies and focusing on high-growth potential sectors. Through multi-stakeholder partnerships led by host governments, PCPs aim to leverage additional investment in priority sectors to achieve a larger development impact. The PCP model serves as a means of operationalizing UNIDO's mandate and contribution to achieving SDG 9 and to the 2030 Agenda for Sustainable Development.

Key evaluation findings

National ownership: The PCP approach provides a platform for demonstrating an increase in national ownership, which was demonstrated by increased involvement, financial commitments, and coordination mechanisms at the national level. The PCP approach has been successful in further promoting national ownership by emphasizing the government's role as the primary driver of industrial development in their country, with UNIDO providing technical support and coordination. However, the evaluation also found challenges related to sustaining national ownership over time, as well as confusion between the PCP and traditional Country Programmes (CP), which has created a sense of categorization among member states. Despite these challenges, the evaluation team concluded that the PCP approach (as any country-level programming) requires building on strong and clear national ownership, demonstrated by institutional financial and human resources commitments from governments to be sustained and increased over time through monitoring and support, accompanied by UNIDO's convening role.

Understanding of ISID options/ strategies among PCP policymakers: UNIDO's efforts, including the PCP approach, played a significant role in contributing to strengthening the capacity of member countries and helping them to better understand available ISID options. When government ownership and commitment were in place, the improved understanding resulted in the development of effective policies and strategies to promote sustainable industrial development. Other non-PCP activities and interventions also contributed to the improved understanding, and the evaluation emphasized the need for continued efforts in strengthening the capacity of member countries to promote inclusive and sustainable industrial development.

Multilateral stakeholder partnerships/ coordination: The PCP approach promoted multilateral stakeholder partnerships, improving coordination among different ministries and between government institutions and development partners. The PCP approach has been instrumental in establishing multi-stakeholder partnerships in Ethiopia, Senegal, Morocco, Peru, and Tanzania. These partnerships have extended beyond ministries and included government agencies, development partners, financial institutions, and the private sector. Overall, the PCP approach appears to have achieved its goal of promoting multi-stakeholder partnerships.

Engagement with the Private Sector: The PCP approach had made some contributions towards increased private sector engagement, but the level of contribution was not clear. The evaluation noted examples of private-sector investment commitments targeting ISID. The evaluation found a moderate increase in private sector engagement in some PCP countries, with annual reports indicating substantial attendance of private sector stakeholders at PCP-related events and some indications of investment commitments towards PCP priorities. For example, it was reported that private enterprises invested over \$60 million in various industrial sectors based on a \$40 million government investment in Senegal, leading to the creation of more than 1,000 jobs. In Zambia, 113 companies participated in surveys assessing the impact of COVID-19, with 4 firms in the priority sector involved in clean energy initiatives and 21 firms engaged in value chain activities. However, the evaluation also noted that more needs to be done in this regard, as private sector involvement varied by the specific landscape and policy framework in each country. Some interviewees expressed concern that the involvement of the private sector had not been effective so far due to a lack of a suitable platform for private sector engagement and a lack of adequate understanding and awareness of PCPs among private sector stakeholders.

Use of better mechanisms (tools, technologies, planning, diagnostics, etc.): PCP countries were using tools and diagnostics to inform decision-making and improve implementation in the industrial sector. UNIDO conducted Industrial Country Diagnostics, which served as the basis for PCP or technical cooperation efforts in various countries. Such diagnostics were conducted in several countries, including Egypt, Côte d'Ivoire, Rwanda, Kyrgyzstan, Zambia, Guinea, and Sudan, to identify opportunities and challenges related to industrialization and infrastructure development. Similarly, studies were conducted in Ethiopia, Rwanda, Senegal, and Zambia to analyze the manufacturing industry, identify priority industries, and assess the impact of COVID-19 on the industrial sector. These studies helped inform policymaking and support the implementation of the respective country's industrial policy. Overall, PCP countries were using better mechanisms, such as tools and diagnostics, to inform decision-making and improve implementation in the industrial sector.

Prioritization in choosing sectors and goals: PCP countries have improved their prioritization in choosing sectors and goals, although there are some variations across different countries. The selection of priority sectors for the PCP involves identifying a few priority sectors that are essential to the government's inclusive and sustainable industrial development and are aligned with country priorities. The annual reports of all PCP countries show that they have attempted to prioritize by area or sector, with several countries identifying priority areas or projects. However, some countries have not listed their priority areas. For example, Ethiopia's PCP has a strong focus on the agro-processing sector, with the leather sector as the second priority and the textile sector as a potential target rather than a priority sector.

Results-based planning, monitoring & feedback mechanisms: The evaluation found that there are weak results in the effective use of results-based planning, monitoring, and

feedback mechanisms. There are gaps related to monitoring and reporting systems and feedback mechanisms, with difficulties in adopting templates, limited capacity, and a lack of systematic activities. There have been several evaluations and assessments at both the national and program levels, but accountability has been a challenge due to the ad hoc nature of projects. Overall, UNIDO and PCP member countries need to enhance monitoring, and reporting that remain as major gaps. These include streamlining the adoption of M&R templates and tools, as well as increasing capacity and institutionalization in M&R areas.

Increased resources for ISID plans: The evaluation found mixed evidence of increased resources for ISID plans through the PCP approach, with some successful examples dependent on government ownership and commitment. Annual reports showed some success in securing funding from donors such as the Royal Government of Cambodia and the Industrial Modernization Center in Egypt, but challenges in securing funds from the private sector. The evaluation noted UNIDO's overreliance on a single major donor, China, for funding the PCP approach, its management and coordination at headquarters, and a lack of contributions from other major donors. UNIDO had to make significant upfront expenditures for launching and preparing PCPs, but the amount of spending on PCP coordination could not be ascertained, suggesting the need for an internal financial review in this regard.

A summary of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the UNIDO PCP framework is presented below:

SWOT Analysis of the PCP Approach

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ 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 Technical expertise for supporting member countries in their ISID agenda. 	<ul style="list-style-type: none"> × Misunderstanding of expectations and roles of UNIDO and Governments of PCP countries. × Institutionalization of overall coordination and monitoring in UNIDO. × PCPs as currently practiced and resources intensive in approach. × Single donor dependence (so far) for funding support to PCP programming and coordination. × Limited engagement with the private sector. × Unclear differentiated values, roles, and responsibilities for PCPs and CPs × Unclear selection criteria for PCPs countries × Monitoring & evaluation including overarching coordination costs.
Opportunities	Threats/ Challenges
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> × 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.

Key Conclusions

The evaluation found that the UNIDO PCP approach has the potential to be effective in contributing to industrial development agendas in countries, which depends on strong national ownership and commitment. National commitment needs to go beyond political support and needs to be also demonstrated by financial and human resources allocation in national counterpart institutions. However, challenges remain, including confusion 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.

The Key features of the PCP approach are relevant to any UNIDO cooperation with Member States: (1) strong host government ownership at the highest political level, (2) multi-stakeholder partnership cutting across host government, United Nations entities, development partners, financial institutions, business sector, academia and civil society, (3) financial resources facilitated and coordinated across development assistance, public finance and business sector investments, (4) strong diagnostic framework that identifies main opportunities and bottlenecks for advancing inclusive and sustainable industrial development, (5) prioritized number of sectors or areas critical to the national industrial development agenda, and (6) built on the foundation of a theory of change and results framework to support achievement of agreed targets

These PCP features are found to be of high value to frame any cooperation between UNIDO and its Member States. They provide a checklist to be used as the basis, and to be customized to specific contexts and country realities. National ownership and commitment (beyond political only) are fundamental, together with alignment with national development priorities for sustainable industrial development. One without the other would be irrelevant.

The evaluation found that the PCP approach, when prerequisites and conditions are met, was instrumental in promoting better alignment between UNIDO's interventions, Member State priorities and goals, and the UN's Sustainable Development Agenda in countries supported. The PCP approach has proven its potential to bring stakeholders together and mobilize resources to contribute towards inclusive and sustainable industrial development goals, however, on a foundation of national and government ownership.

The PCP as currently practiced is a resource-intensive approach. It requires resources not only for specific PCPs but also for overall PCP management and portfolio coordination.

UNIDO needs to incorporate effective PCP features into all country programming (including traditional CPs) and partner with other technical assistance providers to bridge gaps and ensure inclusivity and sustainability in industrial development goals. Institutional and systematic monitoring and reporting also need to be improved, and there is a need for continued support and budgetary commitments from host countries to maintain momentum.

UNIDO needs to leverage the beneficial features of PCPs to ensure greater adoption of these features across all partnerships and programmatic approaches.

Key Recommendations

The evaluation recommends UNIDO consider the following recommendations for increasing the effectiveness and efficiency of the PCP approach in the context of UNIDO's ISID agenda and the ongoing UN reforms processes. These recommendations are further elaborated in the respective section of this report.

Recommendation 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. This includes:

- Gradually phasing out the initial (essentially a pilot) phase of the PCP approach to a unique Country Programme approach, which would use and mainstream key PCP features. Using the best practices and lessons learned across various PCPs, UNIDO should mainstream key features such as higher Member State ownership across all country programmes.
- Ensure a better understanding of the key foundation for any country programme approach: National/Government ownership and commitment, which can be demonstrated at least with the explicit linkage of the UNIDO Country programme to the national industrial development programme (to ensure ownership), and the government commitment reflected in financial, human and institutional commitment on the ground, to ensure results, impact, and sustainability.
- Rebranding and repositioning under one unique country programming approach the CPs and PCPs to avoid persistent confusion.

Recommendation 2: Review and formulate an approach for better leveraging the private sector and other partnerships under the unique rebranded approach for country programming. This includes:

- Revisiting its value proposition for engaging the private sector. Given the level of private sector engagement that is far below expectations, UNIDO needs to review the value it offers to the private sector and determine how that value can be further enhanced. An appropriate level of customization to each national context is fundamental to the success of such programmes. Further, appropriate time lags in securing private sector engagement should be properly taken into consideration as large-scale private sector commitments can take a long-time span.
- Strengthening partnerships across the UN system, development banks, and international financial institutions can be one such priority area to enhance the impacts UNIDO can make and the value position it can offer the private sector.

Recommendation 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.

- Clarify coordination roles and responsibilities for "country programming".
- Provide sufficient financial and human resources for the coordination of substantive as well as management support functions to the rebranded country programming, and the respective work in the countries. To oversee and systematically monitor compliance with the key features of the rebranded country programmes, to take corrective actions, and to further customization as needed.

- Define, establish, and oversee the accountability and reporting obligations of individual programme managers and team members vis-à-vis the country programming coordination function.
- Re-examine the funding mechanism for the rebranded country programme coordination and monitoring, as well as the funding for the country programming coverage/distribution for moving towards a more sustainable and equitable approach to country-level programming.

Management Action Plans (MAPs)

MAP	Responsibility	Estimated month
(to address Recommendations 1 and 3)		
<p>1. GLO to prepare and submit to the DG for approval, a proposal for harmonizing future UNIDO Country Programming approach under one, including the scenarios and proposals to re-establish the country programme coordination function in UNIDO.</p> <p>(After approval, GLO to prepare the respective DGB to govern UNIDO country programming with Preparation of evaluation terms of reference one harmonized approach in line with the findings of this evaluation and UNIDO context).</p>	GLO/FLS in consultation with relevant services	Q3 2023
(to address Recommendation 2)		
<p>2. Under the framework of the rebranded country programming approach (MAP-1), GLO to prepare the guidance (e.g. in the form of an Administrative Instruction) to elaborate on mechanism to enhance engagement with the private sector under the country programming.</p>	GLO/FLS in consultation with relevant services and directorates in IET and TCS	Q4 2023

2. Introduction

2.1. Background

UNIDO's mandate for inclusive and sustainable industrial development is anchored in the 2013 Lima Declaration and echoed in the 2030 Agenda for Sustainable Development, which recognizes inclusive and sustainable industrialization as a major driver of sustainable development, namely through Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". In addition to SDG 9, UNIDO's mandate contributes to many other SDGs, including those related to poverty eradication (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), access to clean and affordable energy (SDG 7), job creation (SDG 8), and partnerships for the goals (SDG 17) among others.

The new Director General, who took office in December 2021, reiterated the need to address current global challenges and the importance of UNIDO's contribution to the achievement of the SDGs and the objectives of the Paris Agreement. He also stressed the importance of fostering interlinkages with other SDGs and forging a new global alliance for inclusive and sustainable industrial development. This is in line with the 2030 Agenda that calls upon the international community to work in partnerships to mobilize the knowledge, expertise, technology, and financial resources to fulfill the SDGs. Partnerships are recognized to be important for achieving UNIDO's ISID mandates and agenda as this agenda requires a broader range of resources than any individual entity can enable.

2.2. UNIDO's PCP approach

It is in this context that, following the adoption of the 2013 Lima Declaration at which Member States called on UNIDO to strengthen partnerships and networks to accelerate industrial progress, the Programme for Country Partnership (PCP) model was first introduced in 2014. Aligned with the national development agenda/ strategy and focused on sectors with high growth potential, PCPs aim to support the targeted countries in achieving their industrial development goals. Built on the backbone of multi-stakeholder partnerships led by host governments, PCPs seek to leverage additional public and private investment in selected priority sectors to achieve a larger development impact. In the process, PCPs serve to operationalize UNIDO's mandate and contribution to meeting SDG 9. The Organization also seeks to deliver an integrated service to the Member State through the PCP by utilizing all four of UNIDO's core functions. A pilot phase covering each geographical region was launched in 2014, which was expanded to other countries in 2018 based on the support and interest of Member States, and with the promulgation of the PCP Policy.

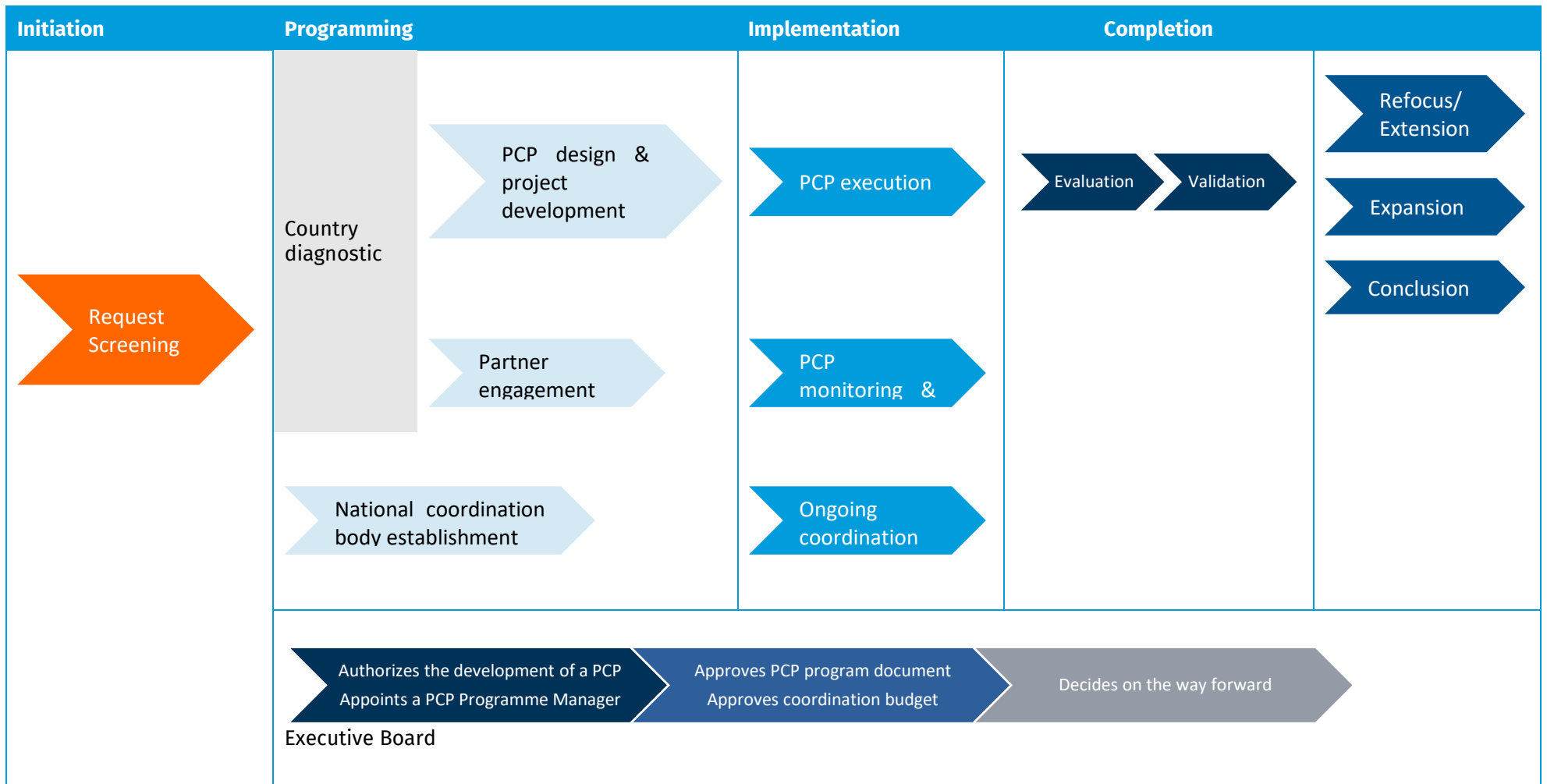
2.3. Key features of the PCP approach

While each PCP is tailored to specific country needs and aligned with the national development strategy, the PCP approach is characterized by key features that are expected to include (1) strong host government ownership at the highest political level, including for resource mobilization and inter-ministerial coordination (2) multi-stakeholder partnership cutting across host government, United Nations entities, development partners, financial institutions, the business sector, academia and civil society, (3) financial resources facilitated and coordinated across development assistance, public finance and business sector investments, often focusing on large-scale industrial projects (4) strong diagnostic

framework that identifies main opportunities and bottlenecks for advancing inclusive and sustainable industrial development, (5) prioritized number of sectors or areas critical to the national industrial development agenda, and (6) built on the foundation of a theory of change and results framework to support achievement of agreed targets.

UNIDO's role in the PCP is to provide normative, policy and advisory services to the government on industry-related issues, design and develop a holistic programme composed of complementary interventions and deliver integrated and multidisciplinary technical assistance. It also facilitates the convening of partners and the overall coordination of the programme. By facilitating the pooling of resources, coordinated actions, and joint initiatives, the PCP with the support of the United Nations Resident Coordinators at the country level plays a key role in joint efforts of the United Nations development system to achieve the Sustainable Development Goals and the success of the 2030 Agenda.

Chart 1. PCP Process



Source: UNIDO Guidelines on the Programme for Country Partnership (A1/2018/01 dt. 23 Feb 2018). See also UNIDO Policy on the Programme for Country Partnership. DGB/2018/04.

2.4. PCP countries

Ethiopia and Senegal were selected as the first two pilot PCP countries in 2014 for the Africa region, which was followed by Peru for Latin America and the Caribbean (2015). After those, the PCP expanded to other geographical regions as part of the piloting phase: Cambodia for the Asia and Pacific region (2017), Kyrgyzstan for Europe and Central Asia (2017), and Morocco for the Arab region (2018). The PCP further expanded to Côte d'Ivoire, Egypt, Rwanda, and Zambia (2018), Tanzania (2020), and Nigeria (2021). In addition to these [12 PCPs](#), Kenya launched a self-starter PCP to accelerate its industrialization agenda and support the recovery of the manufacturing sector and supply chains from adverse COVID-19-related impacts.¹

¹ <https://www.unido.org/news/launch-kenya-pcp-self-starter>

3. Evaluation Purpose and Scope

The main purpose of this strategic evaluation was **to assess the overall PCP framework and the extent to which its expected results are being achieved**. The evaluation assessed, inter alia, the compliance and applicability to the PCP features, the replicability of the programme, its relevance and coherence, and the extent to which the PCP framework contributes to the achievement of the 2030 Agenda and its development goals. The evaluation provided inputs for UNIDO management on the PCP as a holistic programmatic approach and model for accelerating inclusive and sustainable industrial development in its Member States. It also provides recommendations for the formulation of Management Action Plans for ensuring concrete and traceable corrective action. The key users of this evaluation include UNIDO management, at Headquarters (HQ), Member States, and other partners and stakeholders cooperating with UNIDO.

Objectives. The following are the objectives of this evaluation:

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 scope of the evaluation is the **overall PCP model/framework** including policies, strategies, and processes that influence the design, implementation, and impact of PCPs, but it does not assess the performance of individual UNIDO projects or programmes. The temporal scope of the evaluation covered the period from 2014 to 2022.

This evaluation was informed by previous evaluations, including the 2017 independent mid-term evaluation of UNIDO's PCP framework, and evaluations of the PCPs in Ethiopia (2019), Senegal (2021), and Peru (scheduled to be completed in early 2023). The specific evaluation questions will be discussed later.

The evaluation used standard UNIDO Evaluation criteria (effectiveness, impact, relevance, coherence, efficiency, and sustainability) as well as cross-cutting criteria, such as gender equality, human rights, social standards, and environmental safeguards to assess the validity and success of the PCP framework. The following evaluation questions, revised in conformity with the UNEG guidelines, were the focus of this evaluation. These questions are organized around the following criteria: Design and relevance, effectiveness, efficiency, impact and sustainability, and Human rights and gender equality.

Chart 2. Evaluation questions

Design, Relevance, and Coherence

1. To what extent does the PCP framework/ model provide coherent guidance on the design of PCPs at the country level? How well is it aligned with other UNIDO programmatic frameworks (e.g., MTPF, IRPF, etc.)?
2. To what extent is the PCP model perceived as an appropriate strategy in partner countries for achieving their sustainable industrial development objectives and

contributing to the implementation of the 2030 SDG Agenda? How strong is the ownership of the instrument by partner governments?

3. How does the PCP framework/ model fit into the United Nations Sustainable Development Cooperation Framework (UNSDCFs)?

Effectiveness and efficiency

4. To what extent do PCPs contribute to a much larger development impact than traditional approaches used in UNIDO (e.g., Country Programmes and stand-alone interventions?) What difference does the PCP framework make?
5. Is the institutional organizational setup, i.e., organizational structure, roles, responsibilities, and availability of human and financial resources, adequate for further developing and implementing the PCP framework?

Impact & sustainability

6. To what extent is the PCP framework/ model contributing to UNIDO's mandates, goals, and priorities as well as the UN's 2030 SDG agenda?
7. To what extent is this framework/ model sustainable and scalable across the organization and its Member-States?

Lessons learned and best practices

8. To what extent have the lessons and recommendations of previous PCP evaluations been implemented? What best practices have been identified and scaled up?

Cross-Cutting Dimensions (Gender/Human Rights/Social and Environmental Safeguards)

9. Does the PCP framework adequately address (a) gender equality and mainstreaming, (b) Human Rights and Social Safeguards, and (c) environmental impacts in the designing, implementing, and reporting PCPs?
-

4. Methodology

This evaluation was conducted following the Charter of the Office of Evaluation and Internal Oversight² and the UNIDO Evaluation Policy³. It followed a mixed-methods, inclusive and participatory approach with adequate triangulation and counterfactuals to arrive at credible, reliable, and unbiased findings. It utilized a mixture of primary and secondary sources of data. The primary data sources included, among others, interviews with key stakeholders, focus group discussions, online surveys, and direct observations. Secondary data sources included all relevant documents and archival data available from UNIDO and its stakeholders. It was conducted in four phases; some of which ran concurrently: (1) inception; (2) data collection; (3) data analysis; and (4) reporting. The evaluation timeline spanned from December 2022 to March 2023 (see Workplan in [Annex VII](#)), culminating in the submission and presentation of the evaluation report by the evaluation team.

4.1. Inception phase

The inception phase involved a preliminary desk review as well as discussions with key informants. This phase enabled the evaluation team to finetune the evaluation approach and methodology, including the evaluation matrix, evaluation questions, stakeholder mapping, and data collection tools. It also helped in crafting a theory of change on how the PCP framework is expected to help UNIDO deliver on its ISID mandate. [Annex I](#) and [Annex II](#) respectively outline a visual representation of the theory of change (ToC) and the associated results matrix to be used for this evaluation.

4.2. Data collection phase

Data collection from various sources and methods was undertaken concurrently. It involved documentary evidence, virtual consultations by way of key informant interviews (KIIs) and focus group discussions (FGDs), online survey, direct observations, and other data as available.

Desk review: The evaluation team reviewed relevant existing evaluations, reviews, and assessments by internal and external parties, including reviews of the PCP framework as well as individual PCPs, relevant UNIDO reports to the IDBs, including Annual Reports, and the Programme and Budget documents.

Stakeholder consultations: The evaluation team conducted a stakeholder mapping (Annex IV). Key stakeholders include (i) UNIDO Member States, (ii) senior management (iii) PCP managers and related key staff, (iv) key TC and non-TC department representatives, (v) UNIDO staff in the non-PCP country offices, (vi) development partners including UN agencies, permanent missions, and donors. Key informant individual and group interviews (KIIs) and focus group discussions (FGDs) provided rich, in-depth qualitative information on all aspects of the PCP framework. FGDs were organized around specific topics to generate deeper discussion on specific topics. Most KIIs and FGDs were conducted remotely, except those on the field mission in Vienna.

Archival data: The evaluation team collected the relevant information, including human and financial resources, deployed at various departments and locations.

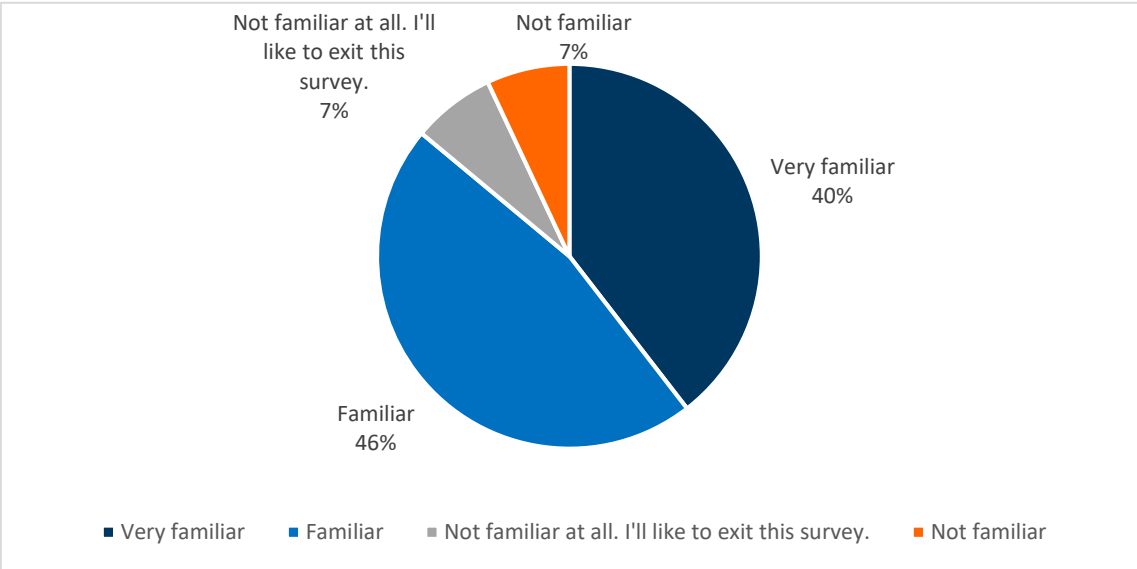
² UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

³ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, 1 June 2018)

Direct observations: The evaluation team remotely observed key meetings and events on the PCP framework and PCPs that occurred during the data collection phase for direct observation.

Online survey: The evaluation team conducted an online survey to collect data from relevant UNIDO staff on the specific outcome-related questions identified in the evaluation matrix. The survey integrated skip logic to reach stakeholders with targeted questions. The survey provided critical information on the outcomes outlined in the evaluation matrix. The survey targeted 69 key stakeholders, who were closely engaged in the PCPs or the PCP framework. 44 of these key informants (64%) responded to the survey (62% male). More information on the respondents is provided below.

Chart 3. Familiarity status of the survey respondents



4.3. Data analysis phase and reporting

The third phase involved data analysis. This phase was ongoing, beginning with the document review and collection of data through KIIs, FGDs, and surveys. Both qualitative and quantitative analytical techniques were employed. Content analysis was used to convert content from the documents and interview notes into quantitative data according to the evaluation matrix. Qualitative analysis using NVivo also provided illustrative examples to extract lessons and good practices. Quantitative analysis was done with the survey and archival data (e.g., bivariate pivot tables across various methods, t-tests for differences across various organizational units, etc.). Results were disaggregated where applicable. A draft report was shared with key stakeholders for their review and feedback. The evaluation was conducted following the Charter of the Office of Evaluation and Internal Oversight and the UNIDO Evaluation Policy as well as UNEG guidelines, and UNEG Ethical Standards for Evaluations.

4.4. Evaluation limitations

The evaluation did not face any major limitations, although given the ongoing Covid-19 pandemic, the evaluation team had to undertake most of the planned missions virtually. However, given the focus on high-level strategy and the global focus of the framework, the

evaluation did not find it necessary to undertake field missions regardless. The evaluation team made every attempt to reach as many stakeholders as possible to mitigate this limitation.

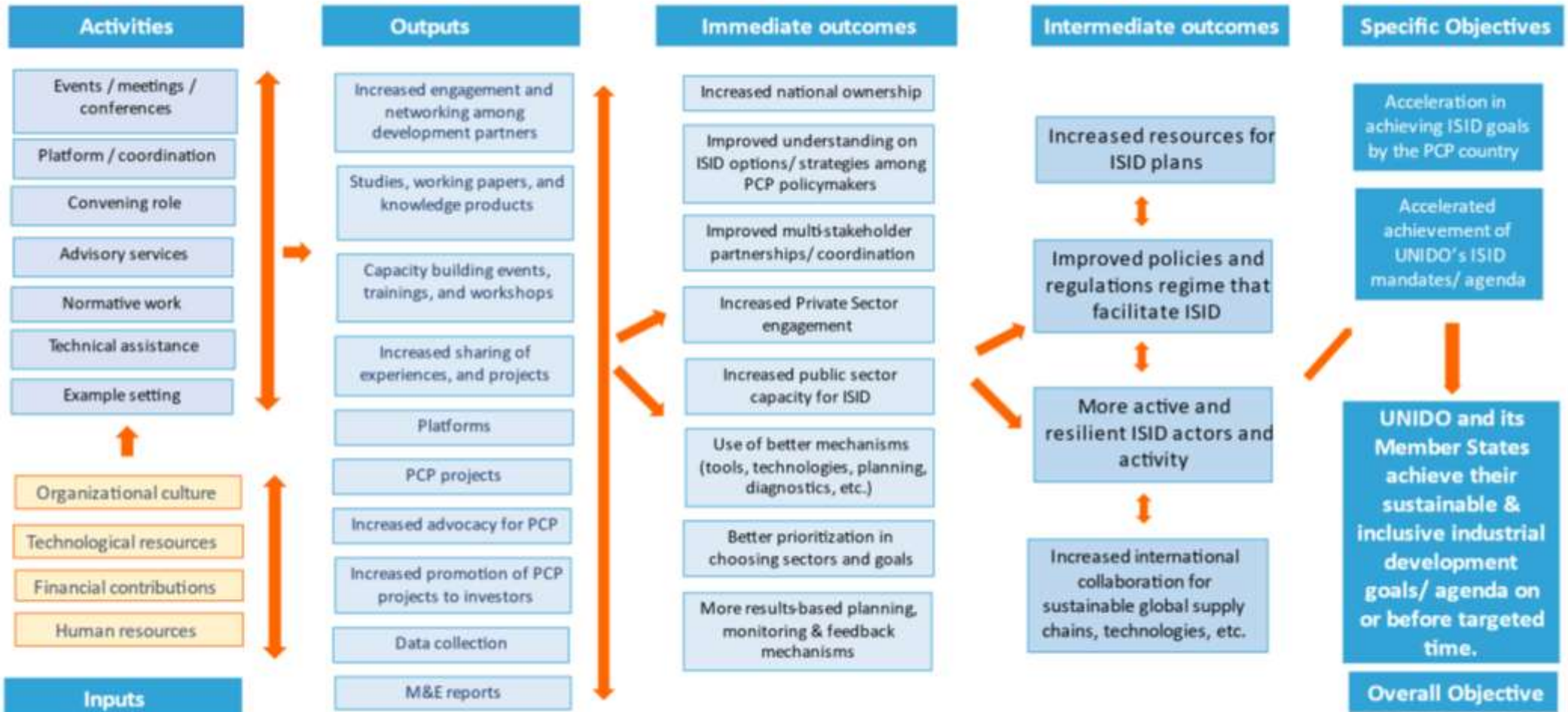
5. Evaluation findings

Since UNIDO has not developed an explicit official Theory of Change for the PCP Framework, the evaluation team developed and validated a Theory of Change (ToCChart) and associated [results framework](#) with the help of key internal (staff) informants during the inception phase. The findings of this evaluation are organized around this ToC, which elaborated how the PCP framework was expected to help UNIDO accelerate the achievement of its ISID agenda and mandates. The main overall objective for the use of the PCP framework is to assist “UNIDO Member States in achieving their inclusive and sustainable industrial development goals in a timely manner.”

There are two inter-related specific objectives that undergird the overall objective, viz., (1) Acceleration in achieving ISID goals by the PCP countries and (2) Accelerated achievement of UNIDO’s ISID mandate/ agenda. The first of these specific objectives is specific to the countries selected for the PCPs. Currently, twelve countries were approved for the development of the PCP, which is expected to help accelerate their ISID. The second specific objective pertains to the overall mandate of UNIDO. In this case, presumably, the use of the PCP model helps UNIDO to accelerate the achievement of ISID and achieve a larger development impact in the country. It assumes that the use of the PCP model in some countries does not come at the expense of the overall UNIDO agenda and membership. If the PCP model helps UNIDO to tap into increased resources and deliver its technical, advisory, normative, and convening services without undermining its agenda, or ideally by creating synergies and model examples for others elsewhere, then the PCP model would have served its true purpose. This further assumes that PCP models, which are at least in theory, initiated at the request of the potential host country, are also undertaken in a manner that is linked synergistically with the UNIDO’s overall programmatic frameworks such as MTPF and IRPF.

The ToC also outlines a comprehensive framework, which outlines interrelated building blocks of results that are expected to help UNIDO achieve these objectives. Without repeating all the elements listed in the diagram and the results matrix, suffice it would be to say that the activities and outputs delivered by UNIDO are expected to lead to several key immediate and intermediate outcomes. In terms of immediate outcomes, the PCP model is expected to ensure greater national ownership, improved understanding of policy options, more collaborative multi-stakeholder partnerships, increased private sector engagement, increased public sector capacity, and other related building blocks. These immediate outcomes, in turn, will lead to intermediate outcomes that include (a) improved policies and regulations regime that facilitate ISID, (b) increased financial and non-financial resources for achieving the ISID goals, (c) more active and resilient ISID actors and activity, and (d) Increased international collaboration for sustainable global supply chains, technologies, etc.

Chart 4. Theory of Change for the Relationship between the PCP Framework and UNIDO's ISID Agenda

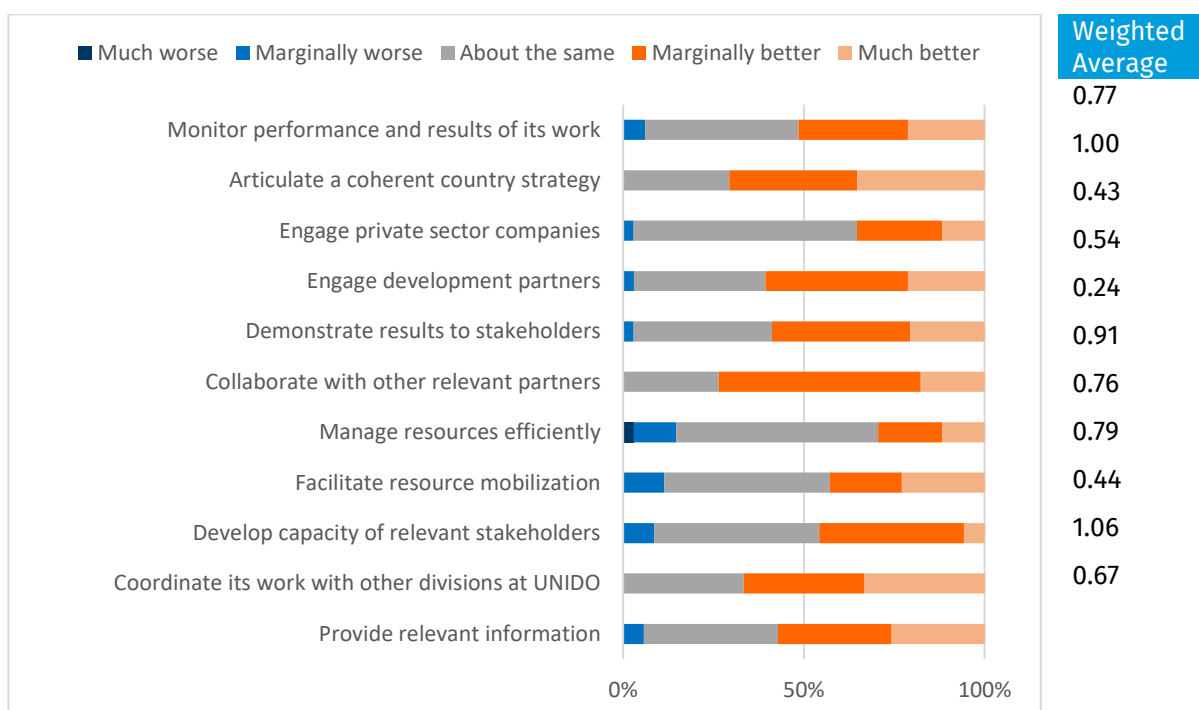


Assumptions: (1) Linkages among UNIDO programming frameworks such as MTPF and PCP framework, (2) UNIDO has capacity and resources for initial conceptualization and potential partners are interested in ISID at PCP countries, (3) Stable political and economic environment in the PCP as well as partner countries .

5.1. Activities and Output-level results are accomplished by using the PCP approach.

UNIDO's PCP approach is built on the foundations of extensive groundwork in the form of advocacy, country diagnostic studies, stakeholder engagement, coordination, resource mobilization, capacity development, follow up, and reporting on activities and outputs. There is evidence to suggest that these outputs are being used towards enabling desired results. For example, one survey respondent noted that "country diagnostic studies were well researched and well-presented... from which priority sectors emerged as well as the functional tenets that should build the PCP framework." This sentiment was echoed widely across stakeholders in both interviews and survey. UNIDO's annual reports also showcase increased advocacy for PCP and supporting countries through policy advice, advocacy, and technical assistance. Further, there is substantial evidence to suggest that engagement and networking events were attended by various stakeholders, including development partners. For example, the international agro-industry investment forum co-organized by the Government of Ethiopia and UNIDO in 2018 was attended by around 2,350 people, witnessing almost double the participation compared to the first event conducted in 2016, as noted in the mid-term evaluation of the PCP conducted in 2017.

Chart 5. PCP framework's comparative effect on UNIDO's activities and functions



Source: Evaluation Survey (N=44). On a scale of -2 to +2, a weighted average around or exceeding 1 (one) is considered a positive result. Numbers closer to zero (0) indicate that, on average, respondents assessed that no change occurred.

The evaluation found that the effect of the PCPs on improving some related UNIDO activities and functions is not clear. This is confirmed by the survey (Chart 5) that indicates that the perception from PCP key stakeholders is that while some activities or functions such as articulation of a coherent country strategy improved, others such as demonstrating results to stakeholders or engaging private sector or other development partners did not improve perceptibly.

Other outputs produced by PCPs include feasibility studies, cartographies of potential sites, training, and developing e-learning platforms. For example, the 2021 Zambia Annual Report notes that various skills development initiatives were conducted by PCP including the training of 30 trainers on industrial skill development training, and the provision of entrepreneurship training to almost 160 participants. Similarly, UNIDO has conducted training webinars on PCP and other knowledge-sharing events with existing PCP countries and those interested in the model, sharing information on the policy and regulatory framework of countries, which were reported to be useful by stakeholders (See, for example, survey ratings on the usefulness of PCP [products](#).)

Moreover, PCP projects are promoted to potential investors through events such as the Investment Promotion Task Force, which focuses on bringing representatives from the investor communities on board. Platforms and industrial parks have also been established through PCP. For instance, the government of Ethiopia allotted USD 520 million to construct integrated agro-industrial parks in Ethiopia. The evaluation [Chart](#) captures survey respondents' assessment of various activities and functions of UNIDO in comparison to its traditional programmatic approach, i.e., the country programmes, which indicate an overall positive effect on most dimensions with a special improvement in articulating a coherent country strategy, coordination with UNIDO and collaborating with relevant external partners. It is noteworthy that very few respondents think PCPs had a negative effect on these functions, a sizeable number believe it has not affected the processes.

Previous evaluations of the PCP framework as well as individual PCPs also provide sufficient evidence to indicate that outputs produced under the PCP approach were being used and found useful. In view of this evidence, the evaluation observed linkages to the expected outcomes outlined in the TOC, which are detailed below.

5.2. Immediate outcomes enabled by using the PCP approach.

1. Increased national ownership

The evaluation found that where National Ownership was strong and visible, the PCPs helped increase national attention over industrialization interventions in targeted countries as demonstrated by increased involvement, pledges of financial support, and coordination mechanisms. The evidence showed that where strong national ownership was present, the PCPs were viewed as a means of executing national development goals with UNIDO playing the role of a facilitator.

National ownership refers to the effective exercise of a government's authority over development policies and interventions, including those that rely on national and external resources. It implies that the governments in PCP countries take full responsibility for the industrial development agenda articulated in the PCP framework for the country. The evaluation finds evidence for an increase in national ownership over development interventions aimed at industrialization as a result of PCPs, as indicated by triangulated evidence from desk review, survey responses, and key informant interviews.

Under the PCP approach, host governments are expected to be in the "driver's seat", and hence are primarily responsible for securing resources for the implementation of the PCP, either through direct allocation of resources or loans for infrastructure development. Whereas UNIDO, with its expertise and convening role, provides technical support and supports coordination of the PCP efforts. UNIDO assists governments by identifying priority industrial sectors with the potential for job creation, increasing exports, and attracting

investment, and conducts value chain assessments within these sectors to suggest necessary interventions for sustainable industrial development.

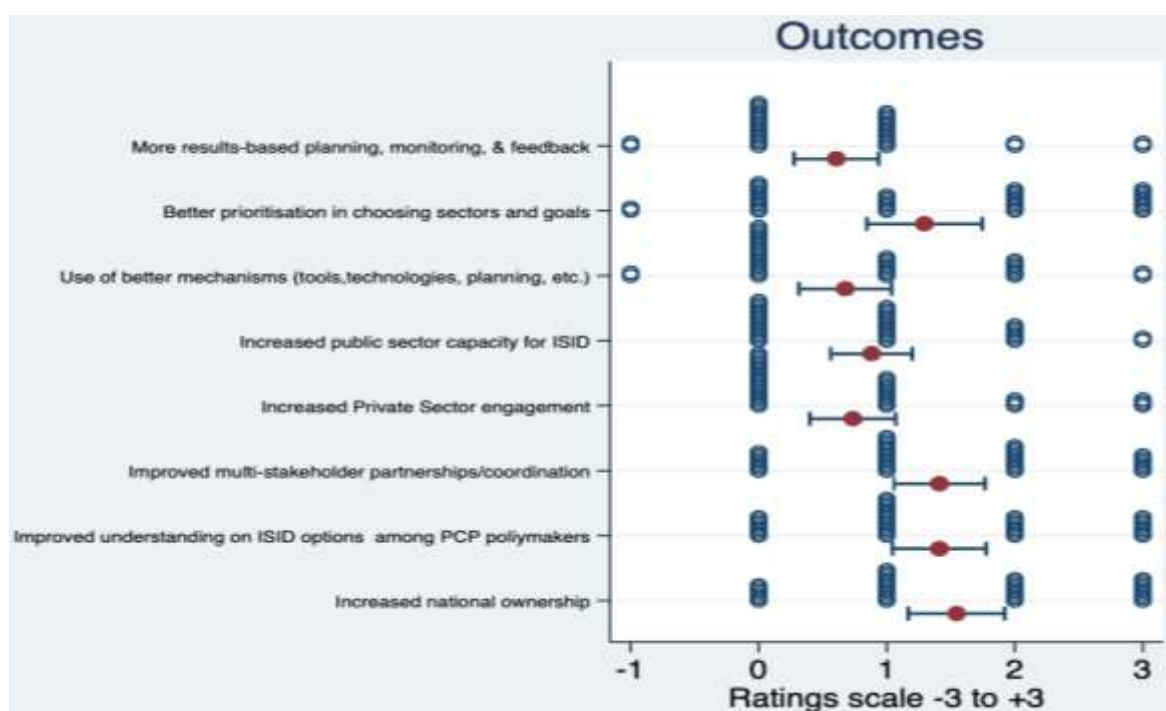
Previous evaluation reports provided the first data point to indicate this. For example, the PCP mid-term evaluation report at that time (2017) noted that the first three pilot countries in the PCP showed strong national ownership and commitment from multiple government ministries, with the highest level of support coming from the Ministry of Industries (main UNIDO government counterpart). It further noted that the governments viewed the PCP as a tool for implementing national development plans and had made financial commitments. Similarly, the final evaluation of the Ethiopia PCP noted that government ownership of the PCP Ethiopia was very strong. The National Steering Committee here regularly meets to ensure ownership and leadership at the highest level throughout all programme design, implementation, and monitoring activities, which ensures that project activities and results are in alignment with national priorities. This high-level involvement of the government provided indications of national ownership and commitment.

An increase in budgetary commitments to the priorities outlined in PCPs provides an even more significant indication of actual ownership and commitment. The government of Ethiopia, for example, provided USD 520 million to the four pilot districts for the development of integrated agro-industrial parks. In Senegal, the government established the Diamniadio International Industrial Platform with support from UNIDO. With a government investment of \$40 million, companies China, France, Morocco, Tunisia, and Senegal have invested more than \$60 million in various industrial sectors (agro-industry, plastic tubes, biometric cards, gold refinery, sanitary masks, and pharmaceutical products, etc.), resulting in the creation of over 1,000 jobs. Similarly, the Government of Senegal also launched the agro-pole initiative that seeks to leverage more than \$500 million for 4 agro-poles. To demonstrate its commitment, the Government has initiated the process by contributing \$950,000 towards a feasibility study for the Southern agro-pole. This reportedly led to loan agreements worth \$70 million with AfDB and IsDB. Followed by other partners for the agro-pole initiative such as Belgium (Enabel €30 million), Germany (BMZ €5 million), EU (€30 million), EIB (€100 million), AfDB (\$160), Japan (JICA \$300,000), IsDB (\$60 million) and South Korea (\$700,000). Some stakeholders indicated that the PCP process has strengthened the capacity of the Government to gather resources from financial institutions, the private sector, and donors. These contributions by UNIDO towards Senegal's industrialization have been acknowledged by the government at the highest level. In Zambia, the government committed to contributing USD 21.4 million to PCP Zambia's "Skills development" and "Value addition" target areas, indicating alignment with the national development plan and its usefulness in contributing towards economic growth. Lastly, the Peruvian government is seeking support from UNIDO for guidance on industrial development policies and the development of industrial parks before resource mobilization efforts can be initiated. UNIDO has already played a role in discussions on productivity and innovation in the country.

The survey results (Chart 6) also supported the idea that the PCP approach had led to an increase in national ownership, although in qualitative responses some respondents highlighted significant differences across various PCPs. The experience with PCP in Ethiopia was indicated to be among the best examples of the success of this approach, although some indicated that the approach had failed to gain traction in other countries, due to a lack of deeper or sustained minimum commitment. In some countries, frequent changes in government made it difficult to make progress, while in other cases engagement levels declined over time after the initial enthusiasm. Some stakeholders suggested that such decline over time indicated 'national ownership not being fully in place'.

Other stakeholders suggested that while the PCP approach was an improvement over the traditional CP in the sense that the communication and organization of UNIDO's interventions through the PCP was more streamlined, sometimes the PCP label was just applied to ongoing projects without proper planning or identification of specific interventions and linkages to the PCP objectives. Moreover, in the context of a lack of resources and unpredictable funding, each project was treated as a potential source of funding rather than being strategically planned for its contribution to the overall PCP objective. This is not to say that there were no complementarities between the projects. Some projects such as the International Industrial Platform of Diamniadio implemented two technical assistance projects, funded by the GEF, which targeted the high environmental performance of the park on water and energy efficiency, clean production, and other measures of greenhouse gases emissions. However, UNIDO's work, overall, was still project rather than strategy driven. Decentralizing the organization by posting technical teams in the field was indicated to be a step towards fostering more real inter-organization cooperation as well as towards fostering increasing national ownership.

Chart 6. Ratings on the immediate outcomes achieved by using the PCP approach.



Note: The strip plot above depicts the proportion of ratings at each value as well as the mean (red dot) with a 95% confidence interval. Better prioritization, improved partnerships/coordination, improved understanding, and increased national ownership received the highest mean score of around 1.5.

Source: Evaluation survey

However, it should also be noted that PCP governments' commitment to providing financial resources to UNIDO to support programming and coordination was not in place in most cases.

Overall, despite these challenges, the evaluation team found sufficient evidence to indicate that the PCP approach needs to build on increased national ownership at least early in the

process of initiation of PCPs, which needs to be monitored and supported to ensure that it is sustained/increased over time.

2. Improved understanding of ISID options/ strategies among PCP policymakers

The evaluation found evidence for improved knowledge and understanding of member countries on inclusive and sustainable industrial development options and strategies. This contributed to the creation of effective policies and strategies to promote ISID. Overall, UNIDO's efforts have played a significant role in building the capacity of member countries, helping them to better understand the available ISID options. However, this cannot solely be attributed to PCP as other non-PCP activities and interventions were started before or in parallel to PCPs.

As shown in Figure 4 improved understanding of ISID options was among the few outcomes receiving the highest mean score of around 1.5 on the stakeholder survey. The evaluation found several examples of improved understanding of ISID options/strategies among policymakers. UNIDO has provided policy advice, technical support, coordination, as well as expertise to member countries. Through this support member countries were able to identify priority industrial sectors with potential.

UNIDO organized a series of ISID Forums from 2014-2021 (8 Forums and 1 advanced session), which served as platforms for the exchange of experiences and learning. They included high-level discussions on PCPs. The first peer learning session on PCP for high-level representatives of PCP member countries and those interested in the model, for example, was a direct response to Member States' wishes to exchange experiences and learn from each other on the PCP approach. Representatives from all PCP countries attended the workshop and emphasized the PCP's unique features, such as a whole-of-government approach, alignment with national development policies, and inter-ministerial coordination. The Representative of Senegal noted at the event "The PCP is an accelerator of the industrialization process.

Illustrative stakeholder comment: "PCPs were complemented by global forum activities and significant awareness raising among governments ... which improved understanding on ISID options among policymakers."

It has enabled Senegal to have a project portfolio of 27 industrial parks and SEZs, as each agro-pole to be established will have at least four industrial parks within it." In addition, the industrial policy review process included in the PCP reportedly supported the development of a new Industrialization Policy and Strategy for 2021-2035. This policy defined 4 priority areas (agro-industry, mining, pharmacy, and innovation) and 5 enabling sectors (enabling environment, industrial up-grading, competencies, financing, and governance). To facilitate this policy/ strategy implementation, a new governance system with a High Presidential Council on Industrialization was instituted. This council is expected to meet twice a year and ensure inter-ministerial coordination. Country-level staff reported that complementary policies on import-substitution and private sector development among others, were also adopted, which provides further indication for a high-level commitment towards ISID.

For illustration, in Ethiopia, the government seeing the potential of agro-industrial parks as a model for sustainable industrial development allocated significant resources to support the development of integrated agro-industrial parks in the country. The government's commitment and investment in the area show an increased understanding

of the potential of sustainable industrial development in contributing to economic growth, job creation, as well as poverty reduction.

In Ethiopia, the National Entrepreneurship Strategy was developed to help foster a supportive environment for businesses by eliminating barriers and building an inclusive ecosystem. This strategy appears to have been developed based on a better understanding of available options and included a policy paper to support the development of a technology-oriented chemical industrial policy framework and development roadmap. Ethiopia's Industrial Development Strategy was also revised and updated with a focus on directing the nation's industrial development and fostering growth. In the Kyrgyz Republic, the Strategy for Sustainable Industrial Development was developed with UNIDO's support and serves as a guiding document for the country.⁴ Similarly, in Peru, UNIDO's work focused on support for policy changes such as developing National Industrial Park Strategy, Circular Economy Road Map, and a new industrial policy. These policy and strategy changes reflect an improved understanding of available options by policymakers, resulting in a revision of approaches to promote inclusive and sustainable industrial development in member countries.

The evaluation found an improved understanding of ISID resulting in the development of effective policies and strategies to promote sustainable industrial development. Overall, UNIDO's efforts have contributed significantly to building the capacity of member countries and improving their understanding of inclusive and sustainable industrial development options. However, this cannot solely be attributed to PCP as other non-PCP activities and interventions were started before or in parallel to PCPs.

3. Improved multilateral stakeholder partnerships/ coordination

The evaluation found evidence to show that the PCP approach had contributed to improved multi-stakeholder partnerships and coordination when the condition of national ownership and commitment was met.⁵

The evaluation found that the PCP approach was improving multilateral stakeholder partnerships across various stages from design to implementation phases. In Ethiopia, the PCP successfully established multi-stakeholder partnerships and strengthened coordination among different ministries, as well as between the government and development partners. This coordination was supported through NCB (reporting to Prime Minister), and several task forces in which different ministries participated. The Ministry of Finance and Economic Development (later renamed, Ministry of Finance) was quite involved in the national coordination structure, which also helped to bring partners on board. The 2020 evaluation of PCP Ethiopia noted that these partnerships were viewed by stakeholders as valuable and important for the success of the PCP and go beyond the level of ministries and include government agencies, like the Agriculture Transformation Agency and the Ethiopian Investment Commission. The report also noted that coordination was stronger in the agro-industry sector and industrial parks. It also highlighted that strong partnerships and coordination among different ministries continued after the change of Government in 2018, indicating longer-term ownership and sustainability. Further, the PCP support contributed to bringing in significant parallel commitments and initiatives from

⁴ Note that while the government approved the strategy in 2019, the progress on its implementation is not known to UNIDO.

⁵ Though some stakeholders mentioned that this has tended to revolve around large-scale industrial projects.

development partners (e.g., the PROSEAD initiative). Overall, it was clear that in the case of Ethiopia, the requirements of national ownership and commitment were met during the PCP's operationalization.

Similarly, Senegal 2021 Annual Report highlighted the launch of the South agro-pole in Senegal, made possible through collaboration between the Government of Senegal, the African Development Bank (AfDB), the Islamic Development Bank (IsDB), the private sector, and UNIDO. The Industrialization Policy and Strategy 2021-2035 was also the result of a participatory process involving the Government, the private sector, civil society, and development partners who approved the policy by consensus. In Morocco, UNIDO collaborated with The Partnership for Action on Green Economy (PAGE) which seemingly became an integral part of the PCP. PAGE provides technical advice and services for skill development in collaboration with the government to support the formulation, adoption, and execution of eco-friendly economic policies and strategies. In addition, as part of the public-private partnership framework, UNIDO and the Millennium Challenge Account-Morocco Agency (MCA-Morocco) have formed a strategic partnership to offer technical direction and assistance with skill development in the Casablanca-Settat region's industrial area.

In Peru, a regional project to accelerate SDG 9 implementation in Latin America and the Caribbean through South-South and triangular cooperation, networking, and partnerships is being implemented in close cooperation with a national focal point from PRODUCE, and currently, 17 countries of the LAC region have nominated a national Focal Point. The project also established a new cooperation with other regional institutions, such as the International Atomic Energy Agency (IAEA), Climate Technology Centre & Network (CTCN), and Central American Integration System (SICA).

The 2021 annual report of the Tanzania PCP stated that the government of Tanzania, along with relevant government ministries and institutions, UN agencies and other development partners, financial institutions, and the private sector, had *committed* to establishing a comprehensive multi-stakeholder partnership to ensure the full implementation of the PCP. This commitment included the establishment of thematic working groups that will include relevant ministries and institutions, UN agencies and development partners, and the Ministry of Industry and Trade will oversee this process. These contributions reportedly extended to the representation of UNIDO's work in UNSDCF's. UNIDO was often assigned the task of taking the lead on industrialization and economic SDGs goals and UNIDO representatives led UNSDCF chapters on these topics.

Thus, overall, the PCP approach appeared to be achieving its stated goal of promoting multi-stakeholder partnerships.

4. Increased public sector capacity for ISID

The evaluation found evidence for some increase in public sector capacity, although the degree to which this increased varied the level of ownership and commitment of the country/ government.

The evaluation team found triangulated evidence of increased public sector capacity for ISID in PCP-participating countries. For example, the 2021 Senegal Annual Report highlighted that the PCP had helped strengthen capacities at the government, institution, and private sector levels, improving the acceleration of industrialization through technical expertise and partnerships. In Senegal, the PCP reportedly supported the Ministry of Industrial Development in developing partnerships with donors and institutions such as AfDB, EIB, IsDB, Belgium, Germany, the EU, Italy, Japan, and South Korea. As a result, the 2021-22 budget of the Ministry has increased by ten times over that in 2019-20. Similarly, the 2021 Annual Report for the Ethiopia PCP noted that the textile project on capacity-building and job creation sponsored the development of two training manuals on merchandising and pattern making and the preparation of a needs assessment for increased understanding of the current ESG situation for the textile and apparel sector in Ethiopia and design capacity-building measures.

Illustrative stakeholder comment: “The PCP approach has helped develop technical cooperation projects in the country as well as support policy advice; however, if the program were to leave the country sustainability would only be in the medium-term. TC projects would continue for a while but in the long term, continued presence or support would be needed to maintain and grow a TC portfolio. Capacity building to policymakers would also need sustained support, considering changes in government staff would change with time.”

In Cote d'Ivoire, UNIDO supported the government in its response to the COVID-19 pandemic by assisting in the planning and execution of initiatives such as the continuation and completion of a joint survey conducted by UNIDO, FAO, AUDA/NEPAD on the impact of COVID-19 on SMEs in the food sector in selected African countries. The findings and recommendations from the survey were discussed during the UNIDO-led panel on "Resilience of SMEs in the agro-food sector" at the CGECI Academy 2021, a high-level international event organized by the private sector. The recommendations produced through this exercise were used to shape the PCP's focus area on agro-industrial value chain development.

As per the 2021 Annual Report of the Ethiopia PCP, the national government acknowledged the contribution of PCP in providing assistance and advisory services to senior government officials during their participation in high-level international forums.

In Peru, a training program was conducted under the Global Eco-Industrial Parks Programme. This training focused on EIP regulations and included over 180 staff from governmental agencies, companies, and industrial parks. The training aimed to help policymakers understand EIP regulations and develop essential documents such as stakeholder analysis and policy roadmap. As a result, a Community of Practice (CoP) was established to build the EIP policy framework pillars with the help of public-private-academic technical working groups. The Project also trained 23 national consultants on the implementation of the international framework for EIP. However, the outcomes of such training were not available.

Lastly, the evaluation survey provided a lukewarm indication of the increase in public sector capacity. Stakeholder interviews, likewise, provided a limited indication of the increase in public sector capacity though the training was frequently mentioned as an important part of UNIDO's intervention. The outcomes from such training had not been assessed.

Overall, the evaluation found that the PCP approach was making contributions to the public sector in various PCP participating countries as indicated by increased public sector involvement in ISID-related activity through various initiatives and partnerships, but the level or extent of such capacity development could not be ascertained, which also significantly depended on the ownership and commitment of the country and various stakeholders in that PCP country.

5. Increased Private Sector engagement

The evaluation found that the PCP approach had made a moderate contribution towards increased private sector engagement, though the level of contribution was not clear. The evaluation noted a few examples of private sector investment commitments as well as investments targeting ISID. It was also evident that such improvements varied across various PCP countries and that substantially more can be done in this regard.

The evaluation team found a moderate increase in private-sector engagement in PCP-participating countries. Annual reports of PCP countries indicated substantial attendance of the private sector stakeholders at PCP-related events as well as some indications for investment commitments towards PCP priorities.

To illustrate, in Senegal, private enterprises invested over \$60 million in various industrial sectors based on a \$40 million government investment, which reportedly led to the creation of more than 1,000 jobs. In Zambia, 113 companies participated in surveys assessing the impact of COVID-19, with 4 firms in the priority sector involved in clean energy initiatives, 21 firms in the priority sector, and 1 federation of women's associations engaged in value chain activities. Specifically, they evaluated the importance of soybeans, aquaculture, goat, and dairy value chains for promoting growth and employment opportunities in the agriculture industry.

Similarly, the evaluation report for Senegal noted that efforts were made to involve the private sector companies by holding workshops early in the PCP process, with a particular focus on informing them of the PCP's priorities and principles. Private sector companies were also invited to attend Steering Committee meetings; however, reportedly they did not find some of these meetings targeted towards them. Some other stakeholders expressed concern that the involvement of the private sector had not been effective so far due to a lack of a suitable platform for private sector engagement and a lack of adequate understanding/ awareness of PCPs among these stakeholders. Some interviewees noted that while PCP was an excellent concept in principle, its actualization had been somewhat weak. This was also echoed in the survey, where respondents gave an overall positive, but low, score.

Overall, the evaluation found evidence for a limited to moderate increase in private sector engagement in the PCP countries, though it also varied by the specific landscape and policy framework concerning public and private sector investments in that country.

6. Use of better mechanisms (tools, technologies, planning, diagnostics, etc.)

The evaluation found evidence of PCP-participating countries leveraging tools and diagnostics to inform decision-making and improve implementation in the industrial sector.

UNIDO conducts Industrial Country Diagnostics, which are preliminary studies that serve as the basis for the PCP or technical cooperation efforts in various countries. The evaluation

found triangulated evidence on PCP-participating countries using diagnostics studies to identify opportunities and challenges related to industrialization and infrastructure development. Such country diagnostics were conducted in the PCP countries of Cambodia, Egypt, Côte d'Ivoire, Morocco, Rwanda, Kyrgyzstan, and Zambia to help identify the opportunities as well as challenges for advancing industrialization in these countries. These studies supported the design and development of the respective country PCPs.

In Ethiopia, a study on the textile and garment industry was conducted in 2018, which was endorsed by the government as well as key private sector stakeholders. This study focused on enhancing productivity and competitiveness, diversifying products, and strengthening capacity in the sector. Similarly, another study was conducted on the Ethiopian Trade Show and Exhibition Sector for a preliminary assessment of trade shows in the country and the region and offering recommendations for the development of a new Exhibition/Conference Centre.

In Rwanda, a study was conducted to analyze manufacturing industries and identify priority industries such as food and beverages, textiles, and basic metals that require further consultation on project selection and design. In Senegal, the GIFIUD study was conducted to identify the industrial priorities of the country. The study identified the garment industry, leather, and leather goods, including shoes, horticulture, and food processing as priority sectors that could lead to "quick wins" for inclusive and sustainable industrialization in the country. As part of the PCP, studies were also conducted to identify sub-sectors that Senegal could further develop to progressively integrate regional and international automotive value chains, as well as to identify the mining potential of the country. As a follow-up to the identification of strategic sectors, feasibility studies have been conducted for one industrial park, four agropoles (leather, automotive and pharmaceutical sectors, and a regional mining hub). The PCP has led to the establishment of partnerships that have helped indicated potential contributions totaling more than \$1 billion toward Senegal's industrialization. In Zambia, UNIDO conducted a survey in collaboration with AfDB to assess the impacts of COVID-19 on the industrial sector. The survey results showed that the pandemic had severe impacts on Zambia's industrial sector, with reduced demand, disrupted supply chains, and decreased productivity reported by many firms. The survey report highlighted the need for coordinated policymaking to address these challenges and support economic recovery and resilience measures in the industrial sector. The results of this assessment helped inform policymaking under the PCP Zambia for the design and implementation of economic recovery and resilience measures to support inclusive and sustainable growth and structural transformation in the Zambian economy.

Overall, there is evidence that PCP countries leverage tools and diagnostics to inform decision-making and improve implementation in the industrial sector.

7. Better prioritization in choosing sectors and goals

The evaluation found that the PCP countries exhibited better prioritization in choosing sectors and goals, although some variations across various countries could also be observed.

The diagnostics studies referenced in the previous section serve to identify priority thematic areas, industrial sectors, and bottlenecks to business (challenges) as well as to help embed potential future operations in the context of the country's industrial strategy and policy documents. Selection of priority sectors for the PCP involves the selection of a few priority sectors that are essential to the government's inclusive and sustainable industrial development and are in alignment with the country's priorities agenda.

The desk review of the 2021 Annual Reports of all PCP countries shows that all PCPs have attempted to prioritize by area or sector. Several countries have identified priority areas or projects that they plan to focus on within the PCP. Tanzania, Ethiopia, Peru, Morocco, Kyrgyzstan, Egypt, and Cambodia have all identified priority areas and their ongoing projects are categorized by these identified priority themes or areas. While Senegal has identified vertical and horizontal priorities and projects are also listed under vertical and horizontal areas. Similarly, Cote d'Ivoire has identified projects listed by PCP component or cross-cutting area. Take the example of Ethiopia. Its PCP has a very strong focus on the agro-processing sector, and development partners view the strong focus on the agro-processing sector favorably and consider the PCP largely synonymous with agro-industrial parks.

Chart 7. Sectors prioritized in PCPs.

PCP Country	Focus
Cambodia	<ul style="list-style-type: none"> • Agro value chain development, including linkages to the tourism sector • Industrial diversification, innovation, and development of special economic zones
Côte d'Ivoire	<ul style="list-style-type: none"> • The human capital development and Industry 4.0 • Investment and finance for ISID • ISID governance and competitiveness • Agro-industrial value chains • Circular economy (environment and sustainable energy) • Regional value chain development
Egypt	<ul style="list-style-type: none"> • Industrial Policy and Governance • Investment promotion • Green Industry • Smart cities and sustainable industrial parks • Value chains • Mainstreaming Industry 4.0 • Prioritized sectors: Chemicals, electronics, food, textiles, leather, furniture, handicrafts
Ethiopia	<ul style="list-style-type: none"> • Agro-food sector • Leather and leather projects sector • Textile and apparel sector
Kyrgyzstan	<ul style="list-style-type: none"> • Energy • Agro-processing (focus on food and beverages) • Construction materials • Textiles and apparel • Linkages between Tourism and productive industries
Morocco	<ul style="list-style-type: none"> • Industrial zones • Agri-business • Energy • Circular economy • Industry 4.0 • E-commerce
Peru	<ul style="list-style-type: none"> • Quality and innovation • Value chain and enterprise development • Sustainable industrial parks • Industrial resource and energy efficiency, and renewable energy
Rwanda	<ul style="list-style-type: none"> • Agro-food processing, particularly through integrated agro-industrial parks

	<ul style="list-style-type: none"> • Livestock value chain development • Garments • Industry 4.0
Senegal	<ul style="list-style-type: none"> • Industrial policy development • Establishment of Agro-poles for agricultural value chains • Operationalization of existing industrial parks and development of new ones • Industrial mining hub • Special economic zones and incentive package reform
Zambia	<ul style="list-style-type: none"> • Improving the policy environment • Industrial skills development • Fostering manufacturing industries and value addition on primary commodities

Source: Desk review of UNIDO documents

Overall, there is evidence to suggest that the PCP approach helped prioritize sectors and goals, though sometimes these priorities were also shaped by ongoing existing projects in the countries concerned.

8. More results-based planning, monitoring & feedback mechanisms

The evaluation team found weak results in the effective use of results-based planning, monitoring, and feedback mechanism. While evaluations and assessments have been conducted at both the national and program levels, there are still gaps related to Monitoring and Reporting systems and feedback mechanisms.

The evaluation found mixed results in the effective and consistent use of results-based planning, monitoring, and feedback mechanisms to assess results. According to desk review and stakeholder consultations, monitoring and reporting (M&R) have been a challenge for the PCP program. Stakeholders noted difficulties in adopting M&R templates, limited capacity in areas of M&R, and a lack of systematic M&R activities that partially report on established indicators and targets. For example, some stakeholders mentioned that a new template for monitoring and reporting (M&E) was attempted with the former SPQ branch but was never finalized or implemented. Others remarked that the outcome of projects after they end was unknown, which was a common issue with all TC projects. This resonates with the evaluation report of the Ethiopia PCP which highlighted a lack of systematic monitoring and reporting for the funded activities within the PCP. The report further noted that the ad hoc nature of various projects posed challenges for accountability. It also observed that UNIDO was expected to monitor and report on the entire PCP, even though it was not responsible for most (95%) of the program activities.

The independent evaluation function of UNIDO has conducted several evaluations and assessments, including four evaluations to assess PCPs: The 2017 independent mid-term evaluation of UNIDO's PCP framework, and evaluations of the PCPs in Ethiopia (2019), Senegal (2021), and Peru (scheduled to be completed in early 2023). At the country level, the Cambodia Industrial Development Policy (IDP) 2015-2025 was reportedly monitored and evaluated using a system developed and implemented by line ministries under the supervision of the Cambodia Investment Board of the Council for the Development of Cambodia. The mid-term review of the IDP was approved by the Council of Ministers in December 2021, with UNIDO providing technical support. The PCP, through various trainings/workshops, also supported the government of Cambodia in enhancing national capacities for policy design, monitoring, and evaluation.

In a similar vein, the PCP National Task Force in Côte-d'Ivoire mobilized manufacturing companies to participate in a survey on the impacts of COVID-19 on industrial companies, and the report with policy recommendations was shared with the government and the private sector. UNIDO provided technical support relating to the M&E.

At UNIDO central level (HQ), a PCP coordination function and office (staff and resources) were in place in previous years. This function facilitated PCP processes and portfolio coordination at the HQ. However, currently, there is no assigned custodianship for the PCP coordination.

Overall, UNIDO and PCP member countries need to enhance monitoring, and reporting as major gaps remain. These include streamlining the adoption of M&R templates and mechanisms, as well as increasing capacity and institutionalization in M&R areas.

5.3. Intermediate outcomes enabled by the PCP approach.

9. Increased resources for ISID plans

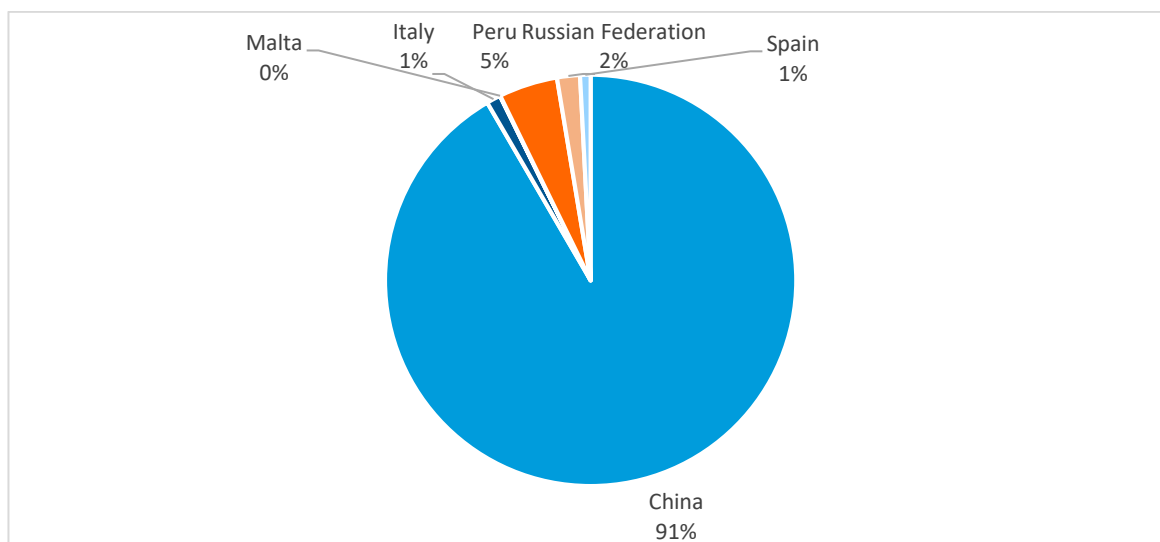
The evaluation found mixed evidence of increased resources for ISID plans. Further, while some PCPs secured parallel funding from governments concerned, they encountered challenges in securing funds from the private sector. Additionally, the evaluation found that UNIDO's dependence on a single major donor for the partnership trust fund for undertaking the legwork to enable PCPs could pose sustainability problems especially as UNIDO is very limited in making heavy upfront investments from its resources to initiate these processes.

The evaluation found some examples of the PCP approach in mobilizing increased resources for ISID plans; however, this success was mixed at best, dependent on the government ownership, commitment, and playing a leading role in the allocation of resources and mobilization of partners.

Annual reports provided some examples of the successful increase in resources, which included Cambodia, where according to the 2021 annual report, the Royal Government of Cambodia (RGC) allocated \$4.8 million to contract the Urban Planning Design Institute of Shenzhen, which was brought into the country for pre-feasibility assessment for the government by UNIDO for the formulation of the Special Economic Zone (SEZ) masterplan. This SEZ masterplan is expected to further help attract private sector investment. Similarly, the 2021 annual report of the Egypt PCP mentioned that the Industrial Modernization Center allocated \$100,000 for the establishment of ITPO Egypt with \$5 million expected from the Central Bank of Egypt for a project as part of the investment component. The European Union (EU) was reportedly in ongoing discussions for a trust fund agreement amounting to EUR 10 million for the industrial policy and governance and value chain components under the EU TIGARA program. Similarly, three concept papers were submitted to Canadian Embassy to fund various projects as part of the green industry component. Overall, total new funds in 2021 amounted to \$17 million from different donors, including Japan, Switzerland, GEF, and Montreal. In Ethiopia, PCP had been successful in facilitating parallel funding from the Government of Ethiopia and from development partners for the agro-processing sector, but not successful in facilitating significant private sector investment. One of the major examples of investments done by the government included an allocation of USD 520 million to the four pilot regions for the construction of the integrated agro-industrial parks (and a similar amount in parallel funding was committed by development partners towards IAIP-related initiatives).

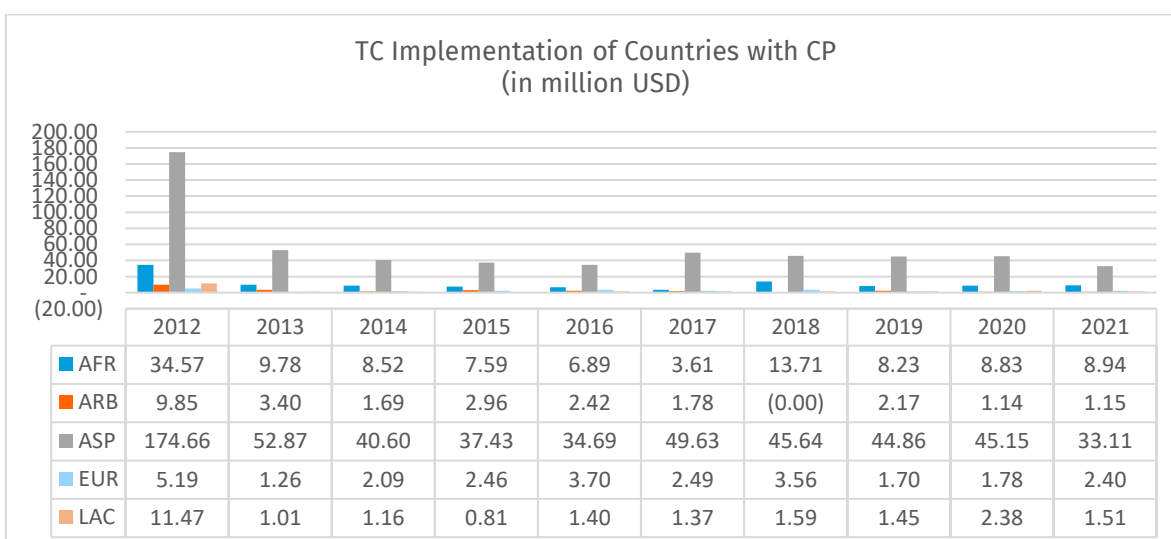
As seen from Chart 8, more than 90% of the contributions towards PTF between 2015-19 came from China, followed by Peru, Russia, Italy, Spain, and Malta. For detailed contributions, see Chart 21 in [Annex 8.9](#), which signifies not only overreliance on a single donor but also a failure to convince other major donors to make contributions towards one of the biggest initiatives for delivering on the ISID agenda undertaken by the Organization. Chart 9 presents information on the technical cooperation (TC) portfolio, while more detailed information (by country) is included in the [Chart 18](#) in the [Annex 8.9](#).

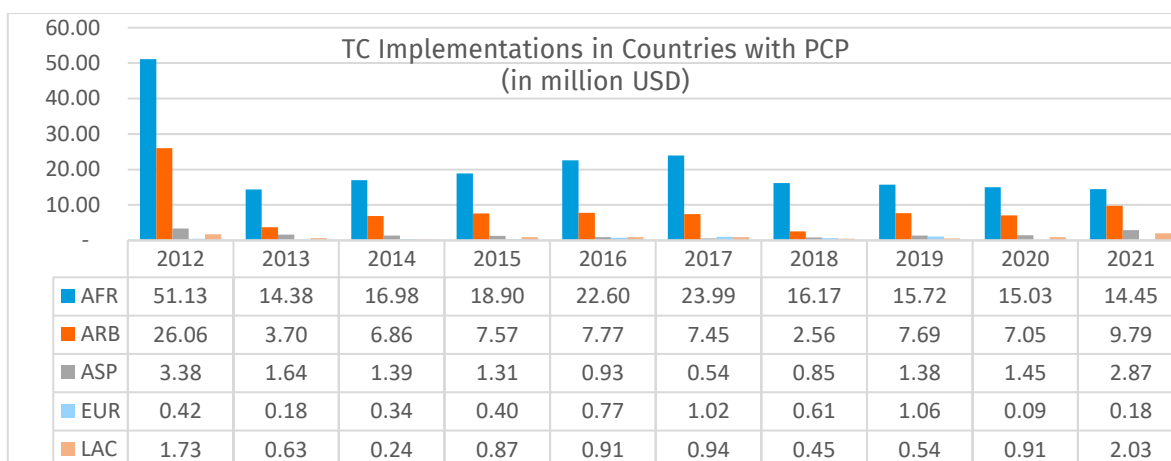
Chart 8. Share of PTF contributions by the donor (2015-19)



Source: UNIDO documents

Chart 9. Technical cooperation (TC) projects across various regions

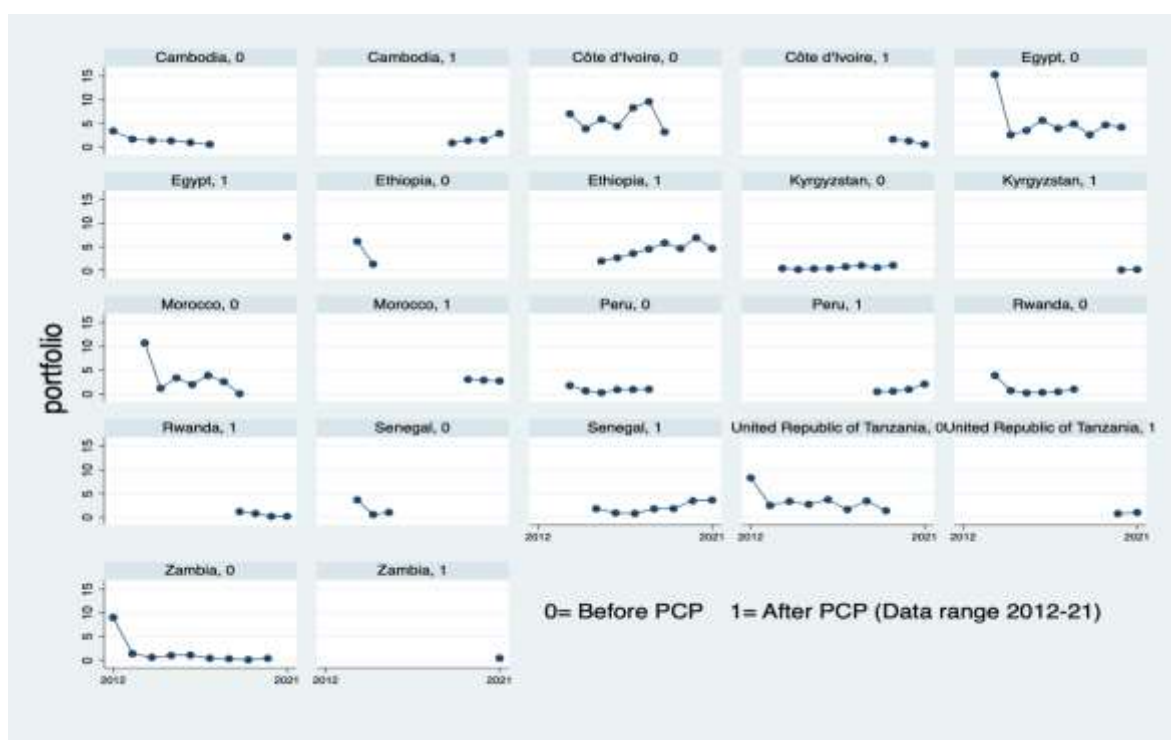




Source: Unido-documents

Chart 10 depicts the TC portfolio in the PCP countries before and after the start of the PCP. As can be gleaned from this visual depiction, there is no clear discernible pattern (increase or decrease) after the initiation of the PCP approach. Correlation and simple time-series regression (without accounting for other factors that may influence this relationship) also did not show any statistically significant effect of the adoption of the PCP on the TC portfolio in the chosen country. Stakeholder interviews and survey and internal analysis by UNIDO SPQ also did not find any evidence to suggest that the TC portfolio had been strengthened in the countries concerned after they adopted the PCP approach.

Chart 10. TC portfolio by country before and after the start of the PCP



Source: Elaborated using UNIDO's internal analysis in Chart 19 (Annex 8.9)

Finally, the evaluation reviewed the extent of UNIDO's investments in human and financial resources to initiate, develop, coordinate, and manage the PCP approach. Even ignoring instances like Kyrgyzstan where for reasons beyond UNIDO's control the development of

PCP has taken several years of work, stakeholder interviews and survey responses suggested that UNIDO had to make significant upfront and continued investments for the PCPs. Similarly, in Rwanda and Cote d'Ivoire, PCPs were approved in 2018, but no programme documents have yet been finalized to start implementation. While there was no overarching monitoring of actual costs incurred for the coordination of PCPs, even without considering regular personnel (staff and consultants) time that went into undertaking the development, launch, and management of PCPs as well as overall coordination of PCPs at the HQ level, UNIDO made comparatively much higher investments (human and financial resources) in the PCP approach by its very nature (Refer back to the PCP process and theory of change). Though, despite the best efforts made by the evaluation, the amount of spending on the PCP coordination could not be ascertained, stakeholders indicated that this additional spending was considerable. Needless to add, this suggests an urgent need for UNIDO to undertake an internal financial review for ascertaining financial expenditure on PCPs initiation, coordination, management, and reporting.

10. Improved policies and regulations regime that facilitate ISID

The evaluation found that the PCP approach facilitated discussions and to some extent contributed towards improving policies and regulations aimed at facilitating ISID in member countries, including the creation of a conducive environment and promoting small and medium-sized enterprises. It was also supporting member countries in normative work through the institutionalization of policies and the development of sustainable industrial zones in several countries.

This outcome refers to the extent to which policy frameworks are improved to facilitate ISID in member countries. The evaluation team found that PCP has substantially contributed to improving policies and regulations to facilitate ISID. For example, in Ethiopia, UNIDO, in collaboration with the UNCTAD and the Ministry of Trade and Industry (MoTI), finalized the National Entrepreneurship Strategy focusing on creating a conducive environment for business operations and promoting entrepreneurship with a particular focus on women, youth, social, and green entrepreneurs. The strategy aimed at creating a supportive environment for businesses by eliminating barriers and building an inclusive ecosystem considering regional diversity and rural development. The National Entrepreneurship Strategy, finalized in July 2019, was praised by stakeholders for its efforts to promote entrepreneurship and encourage local higher value added in manufacturing and services. Additionally, a policy paper was submitted to MoTI to support the development of a technology-oriented chemical industrial policy framework and development roadmap. The policy paper and the Strategic Plan aimed at promoting industrialization and economic growth in Ethiopia by developing a technology-oriented chemical industrial policy framework and creating international standard SME clusters with a supportive business environment. These efforts aimed at improving the current development status and policy in the chemical industry and promoting the growth of globally competitive small and medium enterprises.

According to the Ethiopia 2021 Annual Report, UNIDO and PCP also contributed to revising and updating Ethiopia's Industrial Development Strategy to direct the nation's industrial development and make sure the strategy was relevant and effective in fostering industrial growth. UNIDO has also participated in the revision and updating process of the Industrial Development Strategy and the master plan of various countries such as Cambodia and Peru. In the Kyrgyz Republic, the Strategy for Sustainable Industrial Development of the Kyrgyz Republic 2019-2023, intended to support the country's industrial development priorities, was also developed with support from UNIDO.

The mid-term evaluation report of the PCP also noted UNIDO's significant role in the reform of Special Economic Zones in Senegal, resulting in the government adopting two new laws and signing three enabling decrees. In Peru, the PCP project "Development of Sustainable Industrial Zones in Peru" reportedly resulted in the development of policy instruments, training programs, and involvement from companies in the effort to make industrial zones more sustainable. The PCP Egypt Annual Report 2021 noted that a working group was formed with representatives from government and non-government representation to implement recommendations related to green and circular economy policies.

Overall, the PCP approach enabled UNIDO in contributing to normative work related to inclusive and sustainable industrial development, such as promoting integrated agro-industrial parks in Ethiopia and reform of the Special Economic Zones in Senegal. In addition, the normative work undertaken under the PCP supported the development of a new Industrialization Policy and Strategy 2021-2035 as well as various other governmental policies on environment, employment, handicraft, import-substitution, and private sector development. The Ministry of Industry, Trade, and Green and Digital Economy in Morocco recently launched a digital strategy aimed at the digital transformation of the economy and positioning Morocco as a regional digital hub. The new regulation for the promotion and sustainable management of Industrial Parks in Peru lays down provisions for environmental, economic, and social sustainability criteria.

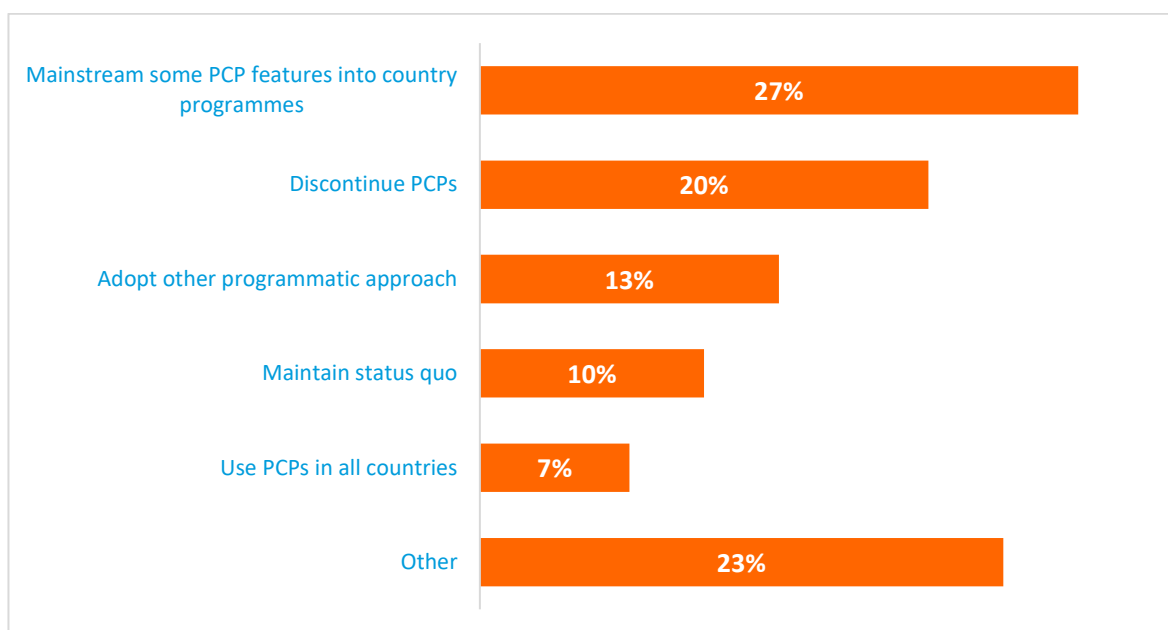
11. More active and resilient ISID actors and activity and increased international collaboration for sustainable global supply chains, technologies

The evaluation found that UNIDO has been acknowledged as a policy advisor, but actual policy changes have been limited. Notable exceptions have been observed in Ethiopia, and Senegal though this is not solely attributable to the PCP approach alone as other countries without PCPs also witnessed increased ISID-related activity.

UNIDO's role as a policy advisor has been acknowledged, but actual policy changes have been limited so far. No substantial change in ISID activities was discernible at this stage. Most of the previous evaluation reports (e.g., Peru) as well as stakeholder consultations mentioned that it was too early to see such changes.

The most significant contributions have been seen in Ethiopia (promotion of agro-industrial parks), Senegal (reform of Special Economic Zones), and Peru (contributions to future CITE strategy). Some examples that were provided included Cambodia, where the CapFish project reportedly enhanced the capacity of Cambodia's fish inspection authority through various initiatives, such as training inspectors and trainers, providing technical support to labs to meet ISO 17025 standards, creating a roadmap for lab accreditation, and developing digital systems for managing food safety information and monitoring. UNIDO provided technical support to FIA (Fisheries Administration of Cambodia) resulting in a MoU with NAFIQAD, a laboratory based in Vietnam Laboratory to test residue samples. This agreement is one of the examples of UNIDO's work leading to increased collaboration between member countries.

Chart 11. Actions should UNIDO ideally undertake to achieve its ISID goals



Source: Evaluation survey

In terms of actions that can help UNIDO accelerate this process, surveyed stakeholders mentioned that mainstreaming PCP features such as increased collaboration, multilateral partnerships, and national ownership would be the most appropriate actions (Chart 11). However, a sizeable number of stakeholders were also in favor of discontinuing the PCP approach by either making greater use of other existing programming approaches or adopting new approaches. These consultations revealed the desire to balance the cost-benefit tradeoffs associated with the PCP approach.

6. Conclusions

Based on the triangulated evidence presented in the previous section, the conclusions of this evaluation can be summarized with the help of the SWOT analysis in Chart 12.

Chart 12. SWOT Analysis of the PCP Approach

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ 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 Technical expertise for supporting member countries in their ISID agenda. 	<ul style="list-style-type: none"> × Misunderstanding of expectations and roles of UNIDO and Governments of PCP countries. × Institutionalization of overall coordination and monitoring in UNIDO × PCPs as currently practiced and resources intensive in approach. × 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	Threats/ Challenges
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> × 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

1. The Key features of the PCP approach are relevant for any UNIDO cooperation with member states: (1) strong host government ownership at the highest political level, (2) multi-stakeholder partnership cutting across host government, United Nations entities, development partners, financial institutions, the business sector, academia, and civil society, (3) financial resources facilitated and coordinated across development assistance, public finance and business sector investments, (4) strong diagnostic framework that identifies main opportunities and bottlenecks for advancing inclusive and sustainable industrial development, (5) prioritized number of sectors or areas critical to the national industrial development agenda, and (6) built on the foundation of a theory of change and results framework to support the achievement of agreed targets

2. This evaluation found adequate evidence to conclude that where National Ownership and commitment were strong and visible the PCP approach contributed to the industrial development agendas in those countries, and facilitated increased involvement, pledges of financial support, and coordination mechanisms. However, there are still challenges that need to be addressed to maximize its impact. The issue of confusion between the PCP and traditional Country Programs (CP) continues to be an area of concern that has created a sense of categorization among member states.
3. PCP approach has demonstrated that UNIDO's cooperation and its success are strongly dependent on clear communication and organization of its interventions in a way that recognizes and reinforces country ownership, and country commitment are the foundations, and ensures interventions are strategically planned. Limited engagement with the private sector also remains a challenge. By addressing these concerns, UNIDO can play a significant role in supporting industrial development among member countries.
4. This evaluation confirmed that in comparison to other programmatic approaches used by UNIDO, and when clear and strong government ownership is in place, the PCP features are sound for contributing to more robust multilateral stakeholder partnerships across various UN agencies as well as development banks in addition to Member State governments and agencies. Barring situations in which the political environment among chosen countries turned unstable, it was evident that the application of PCP features' of building partnerships and coordination mechanisms are contributing to desired results.
5. The evaluation found clear evidence to conclude that the PCP approach, when prerequisites and conditions are met, was instrumental in promoting better alignment between UNIDO's interventions, Member State priorities and goals, and the UN's sustainable development agenda in countries supported. The PCP approach has proven its potential to bring stakeholders together and mobilize resources to contribute towards inclusive and sustainable industrial development goals, however, on a foundation of national and government ownership.
6. UNIDO's technical expertise for promoting inclusive and sustainable industrial development was uniformly acknowledged across stakeholders consulted and documents reviewed.
7. The evaluation concluded that the PCP approach, as currently practiced, is a higher resource-intensive approach for UNIDO, and hence not sustainable and, it would be difficult to scale it to all Member States. If, however, the PCP approach is not universally scaled, it has the potential to create inequities and resentment among Member States. There have already been questions among Member States about why some countries were chosen and others not. It is now even harder to justify differentiation since the PCP approach is no longer in the pilot stage. Relatedly, the evaluation concluded the need to further mainstream some of the strengths of PCPs by utilizing key PCP features across all country programming approaches, with the support of a coordination function with adequate financial and human resources at the HQ level. This would help harmonize country programming approaches across various Member States.

8. The evaluation concluded that the seed and continued funding for the PCP approach, though not by design, has relied on a single donor for the PTF contributions. Over 90% of the funds for the PTF, which are needed for UNIDO's work on the PCP approach, programming, coordination, evaluation, and monitoring, came from China. This creates over-reliance on a single donor that has implications for continuance and sustainability.
9. While the PCP approach was expected to kindle private sector engagement, this has largely yet to materialize. This may indicate the need to revisit UNIDO's value proposition for the private sector. Alternatively, it may indicate the need for UNIDO to partner with other technical assistance providers (e.g., development banks), who can help UNIDO bridge this gap. This also needs adequate customization to each national context naturally.
10. Monitoring & Reporting, despite UNIDO's efforts, continues to be a challenge. UNIDO needs to not only improve its efforts to monitor and report on results, necessary to obtain long-term buy-in from Member States but also for its internal planning purposes, including for proper management and coordination of expenditures on the PCP coordination. A clear assignment of responsibility and resources in UNIDO for the overall coordination of country programs is critical.
11. PCP approach has supported member countries through technical cooperation projects and policy advice; however, the actual results would only be realized in the medium term. Therefore, there is a need for continued support to maintain momentum. Similarly, PCP features have the potential for scaling up, provided there are concrete budgetary commitments from the host countries. Issues pertaining to resources (human as well as financial) will continue to remain unless there are additional financial commitments.
12. The pilot phase of the PCP approach demonstrated its relevance for Member States and UNIDO itself. Several of the features (e.g., multilateral stakeholder partnerships) provide a clear opportunity for scaling UNIDO's ISID achievements. However, other features (e.g., heavy upfront investments in diagnostics) may need to be revisited in light of the availability of information from other sources and UNIDO's planned expenditures in the country. The selection of these features can be based on good practices emerging from the PCP experience in different countries.
13. Finally, to reiterate, the PCP as currently practiced is a resource-intensive approach. It requires resources not only for specific PCPs but also for the overall PCP portfolio coordination. This can limit the scalability and reach of the PCP approach. The evaluation found the need to revisit and redesign this approach. UNIDO can do this best by leveraging the positive features of PCPs and incorporating them into regular CPs and harmonizing the country programming approach into one approach, thus providing a pathway for greater adoption of these features across all partnerships and programmatic approaches of UNIDO.

7. Recommendations

The evaluation recommends UNIDO consider the following areas for action, for increasing the effectiveness and efficiency of UNIDO services and technical cooperation with its Member States, in the context of UNIDO's mandates, SDGs agenda, and UN's ongoing reforms processes.

Recommendation 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.

UNIDO should consider:

- Gradually phasing out the initial, essentially a pilot, phase of the PCP approach to a unique Country Programme approach, which would use and mainstream key PCP features. Using the best practices and lessons learned across various PCPs, UNIDO should mainstream key features such as higher Member State ownership across all country programmes.
- Ensure a better understanding of the key foundation for any country programme approach: National/Government ownership and commitment, which can be demonstrated at least with the explicit linkage of the UNIDO Country programme to the national industrial development programme (to ensure ownership), and the government commitment reflected in financial, human and institutional commitment on the ground, to ensure results, impact, and sustainability.
- Rebranding and repositioning under one unique country programming approach the CPs and PCPs to avoid persistent confusion.
- Avoiding a resource-intensive approach under the rebranded Country Programme approach. Instead, upfront investments should be guided by the expected UNIDO portfolio and government's and partners' commitments in the country, and timely assurance of alignment of TC portfolio and activities in the country to fit the country programme.
- Develop a UNIDO regional strategy for each region, as a framework for further focusing UNIDO cooperation and resources on the actual priorities and needs of each region and each specific country.
- Leveraging the expertise and priorities of existing UN agencies, development banks, and other partners, where available, to avoid reinventing the wheel to the extent possible. UNIDO and the UN country program should operate in complete alignment to achieve this goal.

Recommendation 2: Review and formulate an approach for better leveraging private sector and other partnerships under the unique rebranded approach for country programming.

UNIDO should consider:

- Revisiting its value proposition for engaging the private sector. Given the level of private sector engagement that is far below expectations, UNIDO needs to review the value it offers to the private sector and determine how that value can be further enhanced. The appropriate level of customization to each national context is fundamental to the success of such programmes. Further, appropriate time lags in

securing private sector engagement should be properly taken into consideration as large-scale private sector commitments can take a long-time span.

- Strengthening partnerships across the UN system, development banks, and international financial institutions can be one such priority area to enhance the impacts UNIDO can make and the value position it can offer the private sector.

Recommendation 3: UNIDO should formally re-establish the “country programming” HQ 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.

UNIDO should:

- Clarify coordination roles and responsibilities for “country programming” and provide sufficient financial and human resources for coordination on substantive as well as management support functions to the rebranded country programming of the work in countries. To oversee and systematically monitor the compliance to the key features of the rebranded country programmes, to take corrective actions and their further customization as needed.
- Define, establish, and oversee the accountability and reporting obligations of individual programme managers and team members vis-à-vis the country programming coordination function.
- Establish systematic mechanisms and tools for capturing and reporting outcomes and results enabled by the new country programmatic approach. While UNIDO has already made big strides in this regard, building on this momentum would be the key to demonstrating results at the country level.
- Re-examine the funding mechanism for the rebranded country programme coordination and monitoring, as well as the funding for the country programming coverage/distribution for moving towards a more sustainable and equitable approach to country-level programming.
- Increase the emphasis on promoting organizational learning and knowledge management, including documenting best practices and lessons learned, across various PCPs. It is not evident to what extent such knowledge is currently being shared across various PCPs. UNIDO could consider revitalizing a dedicated web page as a platform dedicated to this topic.
- Tracking overarching expenses relating to the design, development, coordination, and management of country programmes.

8. Management Action Plans (MAPs)

MAP	Responsibility	Estimated month
(To address Recommendations 1 and 3)		
<p>1. GLO to prepare and submit to the DG for approval, a proposal for harmonizing future UNIDO Country Programming approach , including the scenarios and proposals to re-establish the country programme coordination function in UNIDO.</p> <p>(After approval, GLO to prepare the respective Director General’s Bulletin to govern UNIDO country programming one harmonized approach in line with the findings of this evaluation and UNIDO context).</p>	<p>GLO/FLS in consultation with relevant services</p>	<p>Q3 2023</p>
(To address Recommendation 2)		
<p>2. Under the framework of the rebranded country programming approach (MAP-1), GLO to prepare the guidance (e.g. in the form of an Administrative Instruction) to elaborate on mechanism to enhance engagement with the private sector under the country programming.</p>	<p>GLO/FLS in consultation with relevant services and directorates in IET and TCS</p>	<p>Q4 2023</p>

9. Annexes

9.1. Annex 1: Terms of reference for the evaluation (Summary)

9.1.1. Evaluation purpose and objectives

The main purpose of this strategic evaluation is to assess the overall **Programme for Country Partnership framework** and the extent to which its expected results are being achieved. The evaluation will assess, inter alia, the compliance and applicability to the PCP features, the replicability of the programme, its relevance and coherence, and the extent to which the PCP framework contributes to the achievement of the 2030 Agenda and its development goals.

This evaluation aims at generating findings, drawing lessons, and providing a set of useful recommendations. These will include inputs for UNIDO management on the PCP as a holistic programmatic approach, and model for accelerating inclusive and sustainable industrial development in its Member States. These recommendations will lead to the formulation of Management Action Plans to ensure concrete and traceable corrective action.

The key users of this evaluation will be UNIDO management, at Headquarters (HQ), Member States, and other partners and stakeholders cooperating with UNIDO,

Hence, the evaluation of the PCP framework has the following main objectives:

4. 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;
5. Assess whether UNIDO's different roles and tasks within the PCPs are conducive to the achievement of expected results;
6. 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.

9.1.2. Scope and focus of the evaluation

The evaluation will focus on the overall PCP model/framework. It will cover the period from 2014 to 2022. The evaluation will not look into the performance of individual UNIDO projects or programmes, which may form part of the PCP implementation in a given PCP country, but focus on policies, strategies, and processes that influence the design, implementation, and impact of PCPs.

The evaluation will build on the findings from the independent mid-term evaluation of UNIDO's Programme for country partnership (PCP) framework (2017) of the independent evaluations of the PCP in Ethiopia (2019) and Senegal (2021) and preliminary findings from the evaluation of the PCP Peru⁶. Depending on the availability of evaluable evidence, the evaluation will also consider other PCPs (Reference Annex 1. PCP countries. Overview).

⁶ The evaluation is ongoing and expected to be completed by February 2023.

9.1.3. Evaluation approach and methodology

This evaluation will be conducted following the Charter of the Office of Evaluation and Internal Oversight⁷ and the UNIDO Evaluation Policy⁸. It will adopt a participatory approach to ensure the involvement of all stakeholders, Government representatives, relevant national counterparts, donors and beneficiaries, UNIDO and project staff, and others as relevant.

The evaluation will use mixed methods to collect data and information from a variety of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

As to data collection and analysis, the evaluation team will use the following main instruments.

- **Desk review of documents and database** (available and PCP-related documentation, such as PCP project documents, progress reports, mission reports, technical reports, UNIDO Open Data Platform, and evaluation reports)
- **Stakeholder consultations**, conducted through structured and semi-structured interviews and focus group discussions
- **Surveys**. An electronic survey would be undertaken to collect a variety of perspectives and information from UNIDO staff and stakeholders involved in PCPs.
- **SWOT analysis**.

The evaluation team should ensure that the findings are evidence-based. This implies that all perceptions, hypotheses, and assertions obtained in interviews will be validated through secondary filtering and cross-checks by triangulation of sources (a broad range of stakeholders including government counterparts, private sector representatives, policymakers, other UN organizations, multilateral organizations, bilateral donors, implementing partners, and the beneficiaries), methods, data, and theories.

The evaluation will consider findings of relevant previous evaluations and assessments (ref. Annex 6. Preliminary list of reference documents/websites) and review evidence of follow-up to recommendations and the use of lessons learned at the organizational level.

The evaluation team will assess the validity of the PCP theory of change that was developed during the PCP mid-term evaluation in 2017 to better understand the PCP concept and to provide an analytical framework against which the PCP framework could be evaluated. It will also review the theories of change reconstructed by the evaluations of the PCPs in Ethiopia and Senegal. If necessary, the evaluation team will reconstruct a revised ToC of the overall PCP framework.

The evaluation will be implemented in the following phases, which are not strictly sequential, but in many cases interactive, and might be conducted in parallel and partly overlap.

⁷ UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

⁸ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, 1 June 2018)

- i. Desk review and data analysis
- ii. Inception report
- iii. Interviews with stakeholders and UNIDO staff
- iv. Preliminary findings, conclusion, recommendations, lessons learned
- v. The draft report and factual validation by stakeholders (including, donors, steering committee, and government counterparts), and UNIDO staff
- vi. Final report

These evaluation terms of reference provide some information on the methodology but are not exhaustive. The evaluation team will elaborate further on an appropriate and more detailed methodology that shall be presented in the inception report.

9.1.4. Evaluation questions and review criteria

The evaluation will use standard UNIDO Evaluation criteria (effectiveness, impact, relevance, coherence, efficiency, and sustainability) as well as cross-cutting criteria, such as gender equality, human rights, social standards, and environmental safeguards to assess the validity and success of the PCP framework. The main indicative evaluation questions are:

- 1) To what extent are the PCP features in place/fulfilled/implemented?
- 2) To what extent is the PCP framework contributing to UNIDO's mandate, goals, and priorities?
- 3) To what extent does the PCP framework contribute to Agenda 2030 and its development goals?
- 4) To what extent do PCPs contribute to a much larger development impact than traditional other approaches used in UNIDO (e.g. Country Programmes and stand-alone interventions?) What difference does the PCP framework make?
- 5) To what extent does the PCP framework respond to the actual needs of the countries?
- 6) How does the PCP framework fit into the United Nations Sustainable Development Cooperation Framework (UNSDCFs)?
- 7) To what extent are the different UNIDO interventions at the country level integrated, thus contributing to the expected larger-scale impact?
- 8) Is the institutional organizational setup, i.e. organizational structure, roles, responsibilities, and availability of human and financial resources, adequate for further developing and implementing the PCP framework?
- 9) To what extent have the recommendations of previous PCP evaluations been implemented?

Cross-Cutting Dimensions (Gender/Human Rights/Social and Environmental Safeguards)

- 10) To what extent were the gender dimensions considered in the PCP framework?
- 11) Did the PCP framework consider Human Rights and Social Safeguards?
- 12) To what extent were environmental impacts addressed?

These questions will be revised in the inception phase, and the evaluation team will further review/propose additional or complementary questions, based on their evaluability in light of available information and resource constraints. The ET shall develop an evaluation matrix as part of the inception report.

9.1.5. Time schedule and deliverables

The Evaluation of UNIDO's Programme for Country Partnership framework will be conducted from November 2022 to March 2023.

Activity	Responsibility	Estimated month
Preparation of evaluation terms of reference	EIO	November 2022
Identification and recruitment of evaluation team (ET) members	EIO	November 2022
Literature review and preparation of evaluation methodology	ET	December 2022
Inception report	ET	January 2023
Interviews with UNIDO staff and PCP stakeholders; Presentation of preliminary findings to Field stakeholders	ET, supported by EIO	January 2023
Preparation of draft report	ET	February 2023
Presentation of preliminary findings at UNIDO HQ	ET	February 2023
Review of the draft evaluation report, based on stakeholder feedback and submission of the final report	ET	February 2023
Issuance of the final report	EIO	March 2023

9.1.6. Evaluation team composition

The evaluation team comprises:

- 1) One international senior evaluation consultant with strong expertise in evaluation and developmental cooperation
- 2) Two EIO Evaluation staff members,

The tasks of the international senior evaluation consultant are detailed in the job description, attached to these terms of reference (see Annex 2). All members of the evaluation team must not have been involved in the design and/or implementation, supervision, and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

9.1.7. Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Office of Evaluation and Internal Oversight. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on evaluation methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria outlined in the Checklist on evaluation report quality in annex 3 to these evaluation terms of reference.

9.2. Annex 2: Evaluations findings by criteria

Design and relevance:

Design and relevance pertain to the coherence and alignment of the PCP framework with other UNIDO programmatic frameworks and the relevance of the PCP framework in the larger UNIDO context. It also relates to the appropriateness of the PCP model as a strategy for achieving sustainable industrial development objectives in PCP countries. Finally, the section assesses the extent to which PCPs fit within the larger United Nations Sustainable Development Cooperation Framework. On the basis of desk review, key respondent interviews, and survey results, the evaluation finds PCP to be relevant and aligned with the national priorities of PCP countries. The 2017 mid-term evaluation of the PCP framework noted also echoed this finding and highlighted that PCP's ownership and alignment with national development plans make governments view it as their tool to advance industrial development.

PCPs also appear relevant to the UN's country-level interventions and are designed based on the requirements of the countries. The 2021 Zambia Annual Report, for example, notes that "PCP Zambia is strongly aligned to the Zambia UN Sustainable Development Partnership Framework (UNSDPF) 2016-2022 and its Addendum." Similarly, PCP Morocco was also designed to improve its industrial sector's integration into global value chains following the National Industrial Acceleration Plan (PAI) for 2014-2020. A diagnostic study, likewise, was conducted in Rwanda to identify PCP thematic components, priority sectors, and business bottlenecks. The findings from this study informed discussions on the identification of specific PCP interventions to promote industrialization and sustain growth in the medium- to long-term. On a similar note, the 2021 Annual Report highlights that the PCP in Egypt supports the National MSMEs and Entrepreneurship Strategy for 2020-2025, the Industry and Trade Development Strategy, and Egypt's Vision 2030. Furthermore, it notes that PCP Egypt closely meets UNPDF 2018-2022's objectives of inclusive economic development, environmental sustainability, and natural resource management.

While the PCPs have witnessed strong ownership by member states, there are still challenges that need to be addressed, particularly the confusion between PCP and traditional Country Programs (CP). It is found that the PCP label is sometimes applied to ongoing projects without proper planning or identification of specific interventions, leading to a lack of resources and unpredictable funding. This has resulted in some stakeholders viewing the PCP as simply a rebranding of the traditional CP. To ensure the effectiveness and achievement of outcomes related to ISID in member countries UNIDO needs to communicate and organize its intervention through the PCP in a way that recognizes and reinforces country ownership and ensures projects are strategically planned.

Overall, the evaluation found that the PCP framework and various PCPs are in line with the priorities and needs of member countries. However, there remains confusion between PCPs and country programmes.

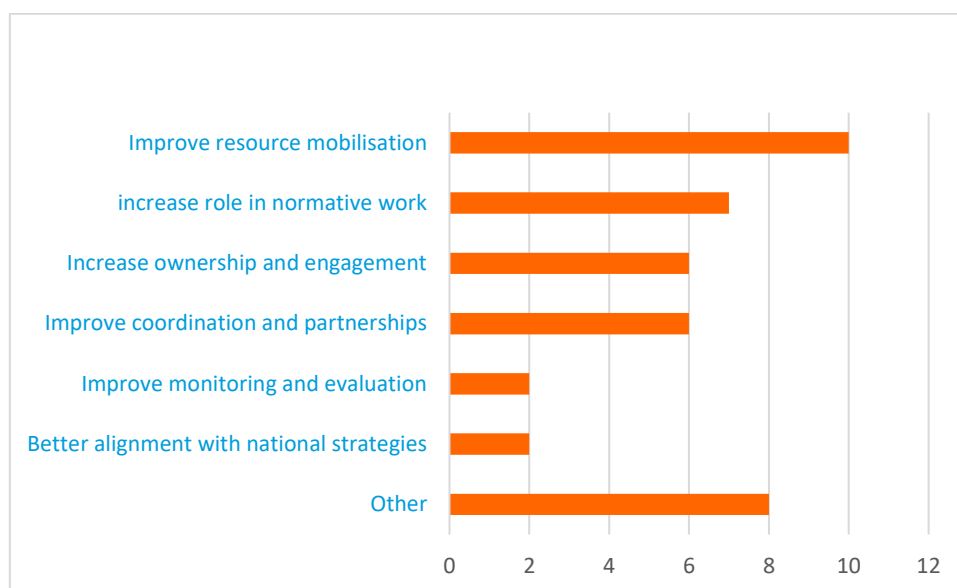
Effectiveness and efficiency:

In terms of effectiveness, the evaluation team found that UNIDO has been effective in contributing towards the industrial development of member countries by building capacity, initiating policy reforms, supporting the implementation of industrial projects and investments, and partnerships. Ethiopia was noted as the most successful country in implementing the PCP due to several factors, including the government's priority on

According to the evaluation survey, 27% of respondents recommended mainstreaming some PCP features into the country programme. Survey respondents noted that while both PCP and CPs are useful to have a cooperation framework in a country, having two programs is confusing for some stakeholders, and would be helpful to have them harmonized. Additionally, it was suggested that adequate resources and realistic targets/expectations based on assigned resources should be provided for the effective implementation of the programs. The evaluation found that 20% of the respondents recommended discontinuing PCPs. Respondents noted that UNIDO's ability to mobilize resources for special purposes is valuable, however, additional resources would be required to implement its normative/policy mandate. The respondents suggested that transferring the ownership of PCPs to countries would increase country ownership, and fund mobilization assistance should be prioritized over linking technical cooperation projects to PCP funds. Similarly, decentralizing the organization by posting technical teams in the field was proposed as a means of fostering inter-organizational cooperation. The survey also suggested that the positive effects of the PCP could be obtained with other tools, and therefore, PCP tools should be integrated with the one UN (i.e., UNSDCFs). Whereas 13% of the respondents indicated adopting other programmatic approaches to better align with the respective UNSDCFs and reduce costs and time. One suggestion was to develop a horizontal regional or global programme for industrial park support, with clearly stated opt-in modalities for new countries.

Respondents recommended maintaining the 'status quo' and suggested that the decision to pursue the PCP approach should be dependent on individual countries' interests. In terms of sustainability, stakeholders raised concerns surrounding the PCP approach. Particularly in terms of establishing more partnerships and securing resources from various development partners, including IFIs with differing agendas. Only 7% of the respondents recommended continuing the PCP program in all countries. Nonetheless, the guarantee of adequate resources to manage and implement the program effectively was emphasized. Furthermore, the readiness of countries to provide financial support during the initial stage was stressed, as a lack of funding can result in program failure. Other suggestions included implementing projects independently, continuing PCP promotion to other feasible countries based on evaluation findings from current PCPs, linking PCPs to UNSDCF, mainstreaming PCP features in UNIDO's TC approach, and allocating necessary budget and resources for programmatic approaches.

Chart 14: Recommendations to achieve ISID goals.

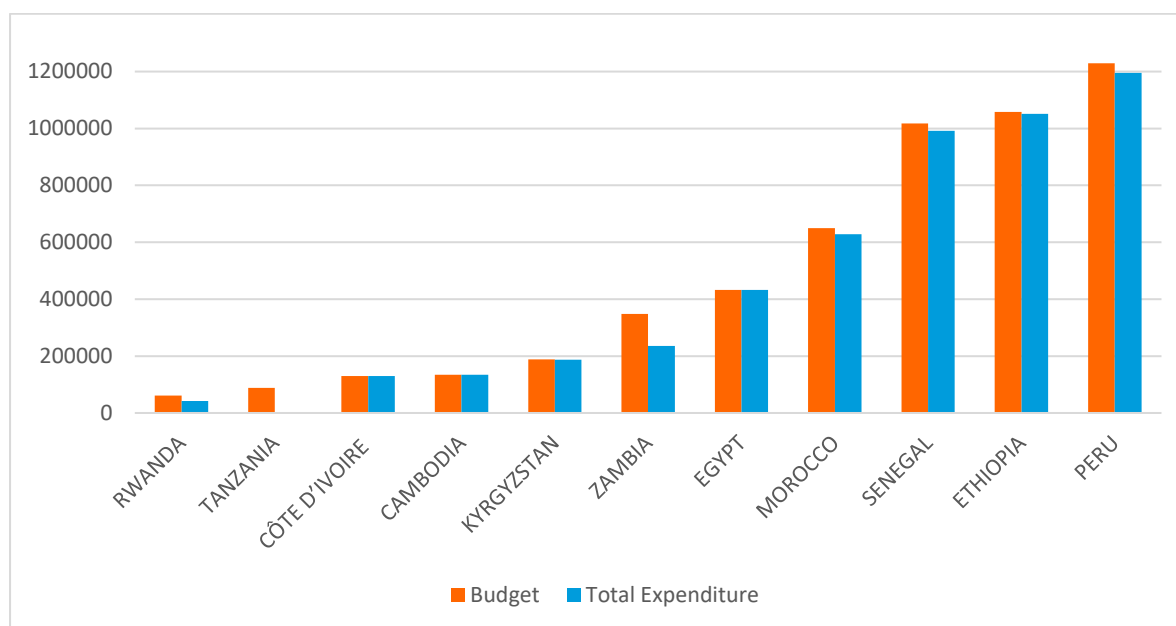


Source: UNIDO Documents

Stakeholders were also asked for recommendations to further accelerate the achievement of their inclusive and sustainable industrial development goals /agenda. Most respondents (10) indicated improving resource mobilization, followed by an increased role in normative work, and increased ownership and engagement.

Overall, the evaluation team found that UNIDO's PCP has played a significant role in improving policy frameworks and regulations to facilitate inclusive and sustainable industrial development in member countries. This is evident from various initiatives such as the creation of working groups, formulation of strategies, and development of policy papers to promote entrepreneurship, technology-oriented industrial policy framework, and sustainable industrial zones. UNIDO has also contributed to the revision and updating of industrial development strategies and master plans in member countries. UNIDO's efforts have contributed to the development of sustainable policies and regulations to promote economic growth and create a supportive business environment for inclusive and sustainable infrastructure development.

Chart 15. Budget vs. Actual Expenditure



Source: UNIDO documents

One significant limitation of the PCP approach is its heavy reliance on a single donor. This poses negative implications for the sustainability of the PCPs, as they become dependent on changes in the donor's funding priorities. Additionally, it limits the scope and flexibility of UNIDO, making it difficult to adapt to the varying needs of different member countries.

To ensure the sustainability of the program, PCPs will need to mobilize resources through multiple partnerships, including the private sector. Additionally, it can be useful to merge some of the features of different PCPs into regular country programs to better leverage funds, reduce duplication of efforts, and align the PCPs with the national priorities of member countries.

Impact and Sustainability:

Overall, the PCPs have made considerable progress in contributing towards industrialization in several member countries, including the establishment of integrated agro-industrial parks, sustainable industrial zones, and other flagship projects. These initiatives have resulted in increased capacities of entities, SMEs, and job creation. However, some stakeholders believe that the sustainability of the PCPs is still uncertain. Despite support from many donors, there still exist questions regarding the long-term viability of PCPs.

Cross-Cutting Dimensions (Gender/Human Rights/Social and Environmental Safeguards):

Desk review and stakeholders suggest that gender, human rights, and environment are considered in the implementation of PCP projects. For example, in Cambodia, a Gender Action Plan (GAP) was developed for gender mainstreaming in the CAPFish project, and support was provided for the development of a Gender Action Plan for the fisheries sector. Similarly, training was conducted for policymakers and women entrepreneurs on gender mainstreaming in collaboration with UN Women.

In Senegal, the PCP supports vertical interventions in environmental and energy projects, creating local jobs for youth and women. Similarly, initiatives such as the EAST AGRO-POLE and the German-funded Sonder initiative projects, create jobs for youth and women through the establishment of industrial projects and private investments. It is noted that the Empowering Women in Green Industries project focuses particularly on women's economic empowerment in the green industry. The PCP's industrial large-scale projects in Senegal aim to create job opportunities for youth and women and offer opportunities for technology transfer. Overall, the gender dimension is not ignored in the implementation of the PCP projects with some projects focusing on the creation of income-generating activities and jobs for women. However, in-depth findings related to gender equality and equity are not found in the analysis of the PCP in Zambia.

Illustrative stakeholder comment:

“Since 2019, two-thirds of PCP projects have incorporated gender markers reflecting a positive trend in mainstreaming gender”

9.3. Annex 3: Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, before an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long-term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific circumstances to broader situations.
MTPF	Medium-term Programme Framework; UNIDO's most important strategic planning instrument
IRPF	Integrated Results and Performance Framework (IRPF); corporate long-term results framework; a selected set of indicators regarding (a) the organization's contribution to development results and (b) organizational performance
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods, and services, which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies.
Risks	Factors, normally outside the scope of an intervention, may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Strategic planning	It is the process by which an organization sets its priorities, including the allocation and movement of resources to achieve those priorities. Priorities can be thematic (WHAT and WHY), geographic (WHERE), implementation modalities and partnerships (HOW and with WHOM), or the use of human and financial resources (HOW).
Strategic change	A major shift in an organization's priorities, resources, capabilities, and service to its constituents and stakeholders.
Strategic management	Strategic management is the set of commitments, decisions, and actions taken by an organization to achieve the objectives and priorities determined in consultation with its stakeholders. The process involves studying both internal and external environments to find a match between what an organization is expected to do and what it can realistically deliver.
Strategic decisions	Decisions that have major implications for organizational performance, success, and often its very continuance.

9.4. Annex 4: List of Stakeholders interviewed

Name	Position
Fatou Haidara	Deputy to the Director General and Managing Director of the Directorate of Global Partnerships and External Relations
Ciyong Zou	Deputy to the Director General and Managing Director of the Directorate of Technical Cooperation and Sustainable Industrial Development
Cecilia Ugaz Estrada	Director, Gender Equality & Empowerment of Women Unit
Jaime Moll de Alba	Director, Division of Regional Bureaus and Field Offices
Dejene Tezera	Director, Division of Agribusiness and Infrastructure Development
Carolina Gonzalez-Mueller	Country Office in Colombia
Lucia Cartini	Senior Coordinator, Division of ITPOs and Institutional Partnerships
Jacek Cukrowski	Chief, Regional Coordination Bureau, Europe and Central Asia
Zhao Jie	Chief, Regional Bureau, Asia and Pacific Region
Narin Sok	UNIDO Country Representative, Cambodia
Jean Paul Landrichter	Senior External Relations Officer
Johannes Dobinger	Division of Field and Liaison Strategy
Steffen Kaeser	Chief, Division of SME Competitiveness, Quality and Job Creation
Adriana Miljkovicova	Division of Regional Bureaus and Field Offices
Thayyib Kadher Mohien	Regional Coordination Bureau, Arab Region

9.5. Annex 5: Overview of PCP Countries

Country	PCP full title	SAP ID	Start	End	Budget	Total Expenditure
ETHIOPIA	Programme for Country Partnership in Ethiopia	150037	15.02.2015	30.06.2020	\$1,058,154	\$1,050,892
SENEGAL	Programme for Country Partnership in Senegal	150038	15.02.2015	30.06. 2023	1,017,303	\$991,391
PERU	Programme for Country Partnership, Peru - Fostering Productive Diversification	150413	02.11.2015	31.12. 2023	\$1,228,976	\$1,195,760
KYRGYZSTAN	Programme for Country Partnership for Kyrgyzstan (<i>undergoing programming</i>)	160107	01.07.2016	01.08.2021	\$188,902	\$187,136
CAMBODIA	Cambodia Programme for Country Partnership (PCP): Towards a sustainable, skill-based, and export-oriented economy	170241	01.01.2018	31.12.2023	\$133,789	\$133,789
MOROCCO	Programme for Country Partnership in Morocco	180052	20.03.2018	31.12.2023	\$649,525	\$628,101
EGYPT	Programme for Country Partnership in Egypt	190029	01.04.2019	31.12.2024	\$432,303	\$432,264
RWANDA	Programme for Country Partnership in Rwanda (<i>undergoing programming</i>)	190322	01.10.2019	31.12.2024	\$61,500	\$42,563
ZAMBIA	Programme for Country Partnership Zambia 2021-2026	190132	01.03.2020	31.12.2026	\$348,063	\$235,581
CÔTE D'IVOIRE	<i>Programme for Country Partnership (undergoing programming)</i>	200034	12.03.2020	11.03.2025	\$130,286	\$130,286
TANZANIA	<i>Programme for Country</i>	210173	01.07.2022	30.11.2023	\$88,496	\$0

	<i>Partnership (undergoing programming)</i>
NIGERIA	<i>Programme for Country Partnership (undergoing programming)</i>

9.6. Annex 6: List of documents reviewed

Programme for Country Partnership (PCP) key documents

- Programme for Country Partnership in Ethiopia (2014)
- Programme for Country Partnership in Senegal (2014)
- Programme for Country Partnership for the Republic of Peru 2017-2022 (2017)
- Programme For Country Partnership - Cambodia 2020 – 2023
- Programme de Partenariat Pays entre l'ONUDI et le Royaume du Maroc 2019-2023 (2019)
- Programme for Country Partnership between UNIDO and the Arab Republic of Egypt 2020-2024 (2019)
- Programme for Country Partnership between UNIDO and the Republic of Zambia 2021-2026 (2021)
- Director General's Bulletin, UNIDO Policy on the Programme for Country Partnership, DGB/2018/04, UNIDO, 23 February 2018.
- Administrative Instruction, UNIDO Guidelines on the Programme for Country Partnership, AI/2018/01, UNIDO, 23 February 2018.
- Programme for Country Partnership Brochure 2021

UNIDO documents

- UNIDO GC.16/CRP.5, Development and expansion of UNIDO's partnership approach: the Programme for Country Partnership (20 November 2015)
- UNIDO (2022). Annual Report 2021.
- UNIDO (2021). Annual Report 2020.
- UNIDO (2020). Annual Report 2019.
- UNIDO (2019). Annual Report 2018.
- UNIDO (2021). 2022-2025. Medium-term programme framework. Integration and scale-up to build back better (Brochure)
- UNIDO (2017). Medium-term programme framework, 2018-2021 (IDB.45/8/Add.2, 12 May 2017)
- UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)
- UNIDO (2019). Abu Dhabi Declaration. UNIDO 18th General Conference, 3-7 November 2019, Abu Dhabi, United Arab Emirates.
- United Nations development system reform. IDB.50/11-PBC.38/11

Evaluation guidance documents

- UNIDO. (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021)
- UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019)
- UNIDO. (2018). 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. (2018). UNIDO Evaluation tools. Guidance for preparation of an evaluation inception report (prepared by the UNIDO Independent Evaluation Division, August 2018)
- UNIDO. (2018). UNIDO Evaluation tools. Guidance for the assessment of the UNIDO Field representation performance (prepared by the UNIDO Independent Evaluation Division, May 2018)

- UNIDO. (2017). UNIDO Evaluation tools. Guidance and checklist on lessons learned quality criteria (prepared by the UNIDO Independent Evaluation Division, December 2017)

Past evaluations

- UNIDO. (2022). Independent Evaluation of the Programme for Country Partnership in Senegal.
- UNIDO. (2022). Independent Thematic Evaluation of the UNIDO Medium-Term-Programme Framework
- UNIDO (2021). Desk Review. UNIDO Results-Based Management Framework
- UNIDO. (2020). Independent Terminal Evaluation of the Programme for Country Partnership in Ethiopia. March 2020.
- UNIDO. (2018). Thematic Review. UNIDO Operations Integration
- UNIDO. (2017). Independent Mid-term Evaluation of UNIDO's Programme for Country Partnership (PCP). December 2017.
- UNIDO. (2015). Evaluability assessment of PCPs (Ethiopia and Senegal)

Annual reports

- 2021 annual reports for all PCP countries.
- Other available annual reports for all PCP countries.
- Project documents (ProDoc) for all PCP countries

Other

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

Websites

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

<https://sdgs.un.org/2030agenda>

<https://unsdg.un.org/resources/united-nations-sustainable-development-cooperation-framework-guidance>

9.7. Annex 7: Evaluation Results Matrix

Overall objective: UNIDO and its Member States achieve their inclusive and sustainable industrial development goals/agenda on or before time.

Specific objectives/ impacts: (a) Acceleration in achieving ISID goals by the PCP country; and (b) Accelerated achievement of UNIDO's ISID mandates/ agenda.

Impact indicators: (1) Improvement in inclusive and sustainable industrialization-level in PCP countries, (2) Increase in the economic and environmental sustainability of the industrial sector, (3) Number of additional jobs created (sex-disaggregated), that can be reasonably attributed to the PCP framework support.

Outputs	Outcomes (Including Targets, if any)	Performance Indicator of Outcome	Data Source	Data collection method
See ToC	Increased national ownership	The extent to which the process is initiated, driven, and managed by the PCP countries.	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Improved understanding of ISID options/ strategies among PCP policymakers	The extent to which PCP policymakers express an improved understanding of ISID options	National stakeholder consultations	Surveys, interviews, FGDs.
See ToC	Use of better mechanisms (tools, technologies, planning, diagnostics, etc.)	The extent to which PCP policymakers use better mechanisms for achieving their ISID goals	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Improved multi-stakeholder partnerships/ coordination	The extent to which new partnerships are forged or old partnerships strengthened	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Increased public sector capacity for ISID	The extent of the public sector's ISID activity (e.g., new projects, improved performance, etc.)	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Increased Private Sector engagement	The extent of the private sector's ISID activity (e.g., new projects, improved performance, etc.)	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Better prioritization in choosing sectors and goals	Evidence of sectoral/ geographic prioritization and its effectiveness	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs,

				and archival data analysis.
See ToC	More results-based planning, monitoring & feedback mechanisms	Any evidence that suggests PCP countries use results to accelerate their ISID achievements.	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Increased resources for ISID plans	The extent to which resources from various sources are increased to achieve ISID goals.	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	Improved policies and regulations regime that facilitates ISID	The extent to which policy frameworks are improved to facilitate ISID.	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.
See ToC	More active and resilient ISID actors and activity	The extent of private sector development and entrepreneurship in the PCP countries.	Documents and stakeholder consultations	Content analysis, surveys, interviews, FGDs, and archival data analysis.

9.8. Annex 8: Additional data collected by the evaluation.

Chart 16. Use and usefulness of the PCP products.

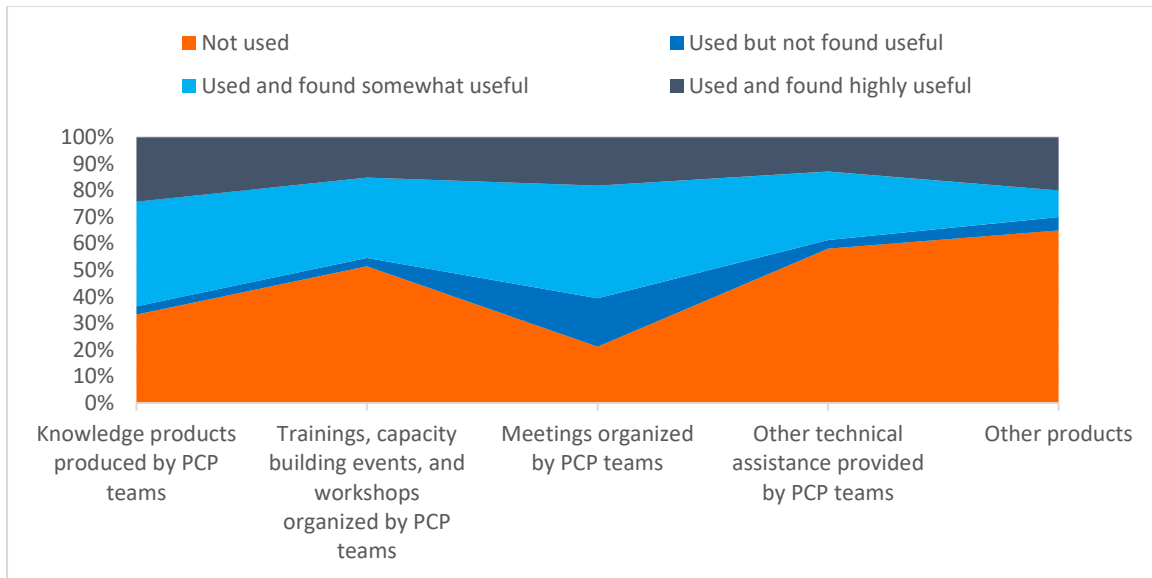


Chart 17. Partnership Trust Funds Account (Provisional) as of 31 Dec 2022

Detail Statement by Sponsor												
			Sponsor		401179		Fund		TF		Reporting Date	31.12.2022
			Sponsor Name		Partnership Trust Fund		Currency		USD		Prepared on	19.01.2023
Grant	Project ID	Project Title	Total Income Approvals (a)	(b)	Programmable Balances (c=a-b)	Expenditures PY (d)	Support Cost PY (e)	Expenditures CY (f)	Support Cost CY (g)	Total Expenditures (h=d+e+f+g)	Fund Balance (a-h)	
Status: Authority to implement												
2000003559	160252	UPGRADING THE LIVESTOCK VALUE CHAIN IN ETHIOPIA	739,020.00	739,020.00	0.00	486,342.86	63,224.71	49,644.74	6,429.40	605,641.71	133,378.29	
9001401179	9001401179	Sub Account	2,010.75	0.00	2,010.75	0.00	0.00	0.00	0.00	0.00	2,010.75	
Total Status: Authority to implement			741,030.75	739,020.00	2,010.75	486,342.86	63,224.71	49,644.74	6,429.40	605,641.71	135,389.04	
Status: Operationally completed												
2000003572	160279	PROMOTION OF UNIDO-WORLD BANK PARTNERSHIP	92,660.00	92,660.00	0.00	81,485.72	10,593.16	0.00	0.00	92,078.88	581.12	
Total Status: Operationally completed			92,660.00	92,660.00	0.00	81,485.72	10,593.16	0.00	0.00	92,078.88	581.12	
Status: Closed												
2000003336	150471	FIRST INTERNATIONAL AGRO-INDUSTRY INVESTMENT FORUM IN ETHIOPIA	248,707.28	248,707.28	0.00	220,095.02	28,612.26	0.00	0.00	248,707.28	0.00	
2000003337	140302	COUNTRY PROGRAMME TO SUPPORT INDUSTRIALIZATION IN SWAZILAND (2016 - 2019)	64,930.72	64,930.72	0.00	57,460.82	7,469.90	0.00	0.00	64,930.72	0.00	
2000003357	160003	SUPPORT TO THE CHINA INTERNATIONAL FAIR FOR INVESTMENT AND TRADE (CIFIT)	133,694.74	133,694.74	0.00	118,313.97	15,380.77	0.00	0.00	133,694.74	0.00	
2000003416	160110	ENGINEERING DESIGN WORK FOR INTEGRATED AGRO-INDUSTRIAL PARKS AND RURAL TRANSFORMATION CENTERS IN ETHIOPIA	220,095.61	220,095.61	0.00	194,774.84	25,320.77	0.00	0.00	220,095.61	0.00	
2000003427	150038	PCP - PROGRAMME FOR COUNTRY PARTNERSHIP IN SENEGAL	216,587.84	216,587.84	0.00	194,392.90	25,271.05	(2,722.23)	(353.88)	216,587.84	0.00	
2000003435	150413	PROGRAMME FOR COUNTRY PARTNERSHIP, PERU - FOSTERING PRODUCTIVE DIVERSIFICATION	281,250.35	281,250.35	0.00	248,894.17	32,356.18	0.00	0.00	281,250.35	0.00	
2000003462	160196	ENHANCING UNIDOS STRATEGIC APPROACH WITH A VIEW TO HARMONIZING THE ORGANIZATIONS PROGRAMMATIC RESPONSE AND STRENGTHENING THE FIELD NETWORK CAPACITY	555,277.17	555,277.17	0.00	491,395.72	63,881.45	0.00	0.00	555,277.17	0.00	
2000003466	160090	FIFTH INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT FORUM	185,367.88	185,367.88	0.00	164,042.38	21,325.50	0.00	0.00	185,367.88	0.00	

		AND INDUSTRIAL INVESTMENT PROMOTION MEETINGS, DAKAR										
2000003512	160209	FACILITATE UNIDO PARTNERSHIP MOBILIZATION	575,469.31	575,469.31	0.00	509,272.14	66,205.47	(7.35)	(0.95)	575,469.31	0.00	
2000003607	160064	COUNTRY AND THEMATIC EVALUATIONS	143,790.30	143,790.30	0.00	127,248.00	16,542.30	0.00	0.00	143,790.30	0.00	
2000003608	150037	PCP - PROGRAMME FOR COUNTRY PARTNERSHIP IN ETHIOPIA	388,200.51	388,200.51	0.00	343,540.22	44,660.29	0.00	0.00	388,200.51	0.00	
2000003609	150441	PROMOTIONAL EVENTS IN SUPPORT OF THE GLOBAL MANUFACTURING AND INDUSTRIALIZATION SUMMIT (GMIS)	107,548.73	107,548.73	0.00	95,175.85	12,372.88	0.00	0.00	107,548.73	0.00	
2000003620	160275	BRIDGE FOR CITIES - BELT AND ROAD INITIATIVE: DEVELOPING GREEN ECONOMIES FOR CITIES	13,508.03	13,508.03	0.00	11,954.02	1,554.01	0.00	0.00	13,508.03	0.00	
2000003636	170048	PA FOR FORMULATING A COMPREHENSIVE TA PROGRAM FOR SUPPORTING THE COMPETITIVENESS OF THE ETHIOPIAN TEXTILE INDUSTRY	113,962.76	113,962.76	0.00	100,851.96	13,110.80	0.00	0.00	113,962.76	0.00	
2000003644	170051	UPGRADING TVET COLLEGES BASED ON THE PPDP MODE	28,389.82	28,389.82	0.00	25,123.75	3,266.07	0.00	0.00	28,389.82	0.00	
2000003663	170069	PA FOR FORMULATION OF CAPACITY BUILDING PROGRAMME ON INDUSTRIAL PARKS CREATION AND MANAGEMENT FOR PCP ETHIOPIA	73,226.50	73,226.50	0.00	64,802.18	8,424.32	0.00	0.00	73,226.50	0.00	
2000003673	170068	IDENTIFYING AND RECOMMENDING A ROAD MAP TO ESTABLISH INDUSTRIAL ENTERPRISES RELATED TO ELECTRIC SYSTEMS AND APPLIANCES AND/OR ELECTRONICS IN REGIONAL INDUSTRIAL CLUSTERS	32,327.36	32,327.36	0.00	28,608.31	3,719.05	0.00	0.00	32,327.36	0.00	
2000003755	170227	PCP CAMBODIA AGRO VALUE CHAIN DEVELOPMENT ACCELERATING INCLUSIVE MARKETS FOR SMALLHOLDERS (AIMS),	26,247.60	26,247.60	0.00	23,228.00	3,019.60	0.00	0.00	26,247.60	0.00	
Total Status: Closed			3,408,582.51	3,408,582.51	0.00	3,019,174.25	392,492.67	(2,729.58)	(354.83)	3,408,582.51	0.00	
Grand Total			4,242,273.26	4,240,262.51	2,010.75	3,587,002.83	466,310.54	46,915.16	6,074.57	4,106,303.10	135,970.16	
Detail Statement by Sponsor												
			Sponsor			Fund			Reporting Date			
			401293			TF			31.12.2022			
			Sponsor Name			Currency			Prepared on			
			Partnership Trust Fund - China			USD			19.01.2023			
Grant	Project ID	Project Title	Total Income (a)	Approvals (b)	Programmable Balances (c=a-b)	Expenditures PY (d)	Support Cost PY (e)	Expenditures CY (f)	Support Cost CY (g)	Total Expenditures (h=d+e+f+g)	Fund Balance (a-h)	
Status: Authority to implement												

2000003824	170234	ESTABLISHING UNIDO GUIDING FRAMEWORK FOR INDUSTRIAL PARKS	759,360.00	759,360.00	0.00	650,211.93	84,527.59	15,470.05	1,996.66	752,206.23	7,153.77
2000004118	180300	SUPPORT FOR AGRI-BUSINESS DEVELOPMENT PARTNERSHIPS WITH THE WORLD BANK	500,000.00	500,000.00	0.00	373,504.32	48,555.62	8,071.10	1,049.23	431,180.27	68,819.73
2000004126	180102	ENHANCING UNIDOS PROGRAMMATIC APPROACHES IN SUPPORT OF ISID	695,556.00	695,556.00	0.00	296,339.83	38,524.08	36,760.13	4,735.87	376,359.91	319,196.09
2000004142	190029	PROGRAMME FOR COUNTRY PARTNERSHIP IN EGYPT	488,505.00	488,505.00	0.00	422,171.74	54,882.35	10,190.27	1,324.79	488,569.15	(64.15)
2000004147	180331	CAMBODIA PCP: DEVELOPING THE STATISTICAL BASE AND TOOLS FOR PCP IMPACT MONITORING AND ITS CONTRIBUTION TOWARDS THE SDGS	339,000.00	339,000.00	0.00	66,489.11	8,643.55	66,754.36	8,660.43	150,547.45	188,452.55
2000004380	180052	PROGRAMME FOR COUNTRY PARTNERSHIP IN MOROCCO	217,199.00	217,199.00	0.00	122,791.30	15,962.93	17,843.09	2,298.60	158,895.92	58,303.08
2000004382	190322	PROGRAMME FOR COUNTRY PARTNERSHIP PCP RWANDA	69,495.00	69,495.00	0.00	41,288.91	5,367.58	1,274.26	158.32	48,089.07	21,405.93
2000004497	200199	SUPPORTING THE ESTABLISHMENT OF INTEGRATED AGRO-INDUSTRIAL PARKS IN KENYA	770,000.00	770,000.00	0.00	439,280.58	57,106.50	150,837.11	14,433.41	661,657.60	108,342.40
2000004533	190342	SCALING UP UNIDOS FLAGSHIP BRIDGE FOR CITIES INITIATIVE	497,200.00	497,200.00	0.00	55,614.52	7,229.86	119,552.43	15,541.84	197,938.65	299,261.35
2000004756	210233	SUPPORT TO THE ORGANIZATION OF THE AFRICAN UNION SUMMIT ON INDUSTRIALIZATION AND ECONOMIC DIVERSIFICATION WITHIN THE FRAMEWORK OF IDDA III	197,552.00	197,552.00	0.00	0.00	0.00	137,068.90	17,185.68	154,254.58	43,297.42
9001401293	9001401293	Sub Account	4,890,940.81	0.00	4,890,940.81	0.00	0.00	0.00	0.00	0.00	4,890,940.81
Total Status: Authority to implement			9,424,807.81	4,533,867.00	4,890,940.81	2,467,692.24	320,800.06	563,821.70	67,384.83	3,419,698.83	6,005,108.98
Status: Operationally completed											
2000004341	190132	PROGRAMME FOR COUNTRY PARTNERSHIP ZAMBIA 2021-2026	226,000.00	226,000.00	0.00	168,528.71	21,908.89	31,471.29	4,157.73	226,066.62	(66.62)
Total Status: Operationally completed			226,000.00	226,000.00	0.00	168,528.71	21,908.89	31,471.29	4,157.73	226,066.62	(66.62)
Status: Closed											
2000003763	170023	SECOND INTERNATIONAL INDUSTRY INVESTMENT FORUM IN ETHIOPIA	299,471.68	299,471.68	0.00	265,019.12	34,452.55	0.01	0.00	299,471.68	0.00
2000003778	170246	IMPROVING INDUSTRIAL CAPACITY FOR POVERTY REDUCTION IN CHENGBU, CHINA	15,943.79	15,943.79	0.00	14,109.57	1,834.22	0.00	0.00	15,943.79	0.00
2000003889	180052	PROGRAMME FOR COUNTRY PARTNERSHIP IN MOROCCO	377,770.61	377,770.61	0.00	334,310.24	43,460.37	0.00	0.00	377,770.61	0.00
2000003911	150038	PCP - PROGRAMME FOR COUNTRY PARTNERSHIP IN SENEGAL	168,420.89	168,420.89	0.00	149,045.00	19,375.89	0.00	0.00	168,420.89	0.00

2000004007	180214	ADVANCED SESSION OF THE SEVENTH INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT FORUM	72,398.29	72,398.29	0.00	64,069.33	8,328.96	0.00	0.00	72,398.29	0.00
2000004101	180103	UNIDO/WORLD BANK COOPERATION: REVITALIZING PAKISTANS FISHERIES	76,561.38	76,561.38	0.00	67,769.43	8,810.13	(16.08)	(2.10)	76,561.38	0.00
2000004119	170241	CAMBODIA PROGRAMME FOR COUNTRY PARTNERSHIP (PCP): TOWARDS A SUSTAINABLE, SKILL-BASED AND EXPORT-ORIENTED ECONOMY	151,181.94	151,181.94	0.00	133,789.30	17,392.64	0.00	0.00	151,181.94	0.00
2000004180	190141	SCALING UP UNIDOS FLAGSHIP BRIDGE FOR CITIES 4.0 EVENT	109,988.30	109,988.30	0.00	97,334.79	12,653.51	0.00	0.00	109,988.30	0.00
2000004373	150413	PROGRAMME FOR COUNTRY PARTNERSHIP, PERU - FOSTERING PRODUCTIVE DIVERSIFICATION	99,181.71	99,181.71	0.00	87,990.94	11,438.89	(219.58)	(28.54)	99,181.71	0.00
2000004383	200034	PROGRAM FOR COUNTRY PARTNERSHIP (PCP) FOR CÔTE D'IVOIRE: «INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION PROGRAM IN CÔTE D'IVOIRE»	147,223.70	147,223.70	0.00	132,691.04	17,249.89	(2,404.63)	(312.60)	147,223.70	0.00
2000004463	190394	SUPPORT TO THE GOVERNMENT OF KENYA TO ACCELERATE ISID IN THE COUNTRY THROUGH THE IMPLEMENTATION OF THE CONCEPT OF A SELF-STARTER PROGRAMME FOR COUNTRY PARTNERSHIP	78,428.65	78,428.65	0.00	69,266.17	9,004.58	139.74	18.16	78,428.65	0.00
Total Status: Closed			1,596,570.94	1,596,570.94	0.00	1,415,394.93	184,001.63	(2,500.54)	(325.08)	1,596,570.94	0.00
Grand Total			11,247,378.75	6,356,437.94	4,890,940.81	4,051,615.88	526,710.58	592,792.45	71,217.48	5,242,336.39	6,005,042.36
Detail Statement by Sponsor											
			Sponsor	401299			Fund	TF		Reporting Date	31.12.2022
			Sponsor Name	Partnership Trust Fund - Russian Federation			Currency	USD		Prepared on	19.01.2023
Grant	Project ID	Project Title	Total Income (a)	Approvals (b)	Programmable Balances (c=a-b)	Expenditures PY (d)	Support Cost PY (e)	Expenditures CY (f)	Support Cost CY (g)	Total Expenditures (h=d+e+f+g)	Fund Balance (a-h)
Status: Authority to implement											
9001401299	9001401299	Sub Account	62,720.84	0.00	62,720.84	0.00	0.00	0.00	0.00	0.00	62,720.84
Total Status: Authority to implement			62,720.84	0.00	62,720.84	0.00	0.00	0.00	0.00	0.00	62,720.84
Status: Closed											
2000003813	170059	STRATEGY OF INDUSTRIAL DEVELOPMENT OF KYRGYZSTAN	109,381.30	109,381.30	0.00	96,797.60	12,583.70	0.00	0.00	109,381.30	0.00
2000004082	160107	PROGRAMME FOR COUNTRY PARTNERSHIP FOR KYRGYZSTAN	84,772.06	84,772.06	0.00	74,601.28	9,698.20	418.21	54.37	84,772.06	0.00
Total Status: Closed			194,153.36	194,153.36	0.00	171,398.88	22,281.90	418.21	54.37	194,153.36	0.00

Grand Total		256,874.20	194,153.36	62,720.84	171,398.88	22,281.90	418.21	54.37	194,153.36	62,720.84

Chart 18. TC projects by country

LC	Country	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
		Expenditure (\$)	Expenditure (\$)	Expenditure (\$)	USD	Expenditure (c+d) - \$	Expenditure (c+d) - \$	Expenditure (c+d) - \$	Expenditure (c+d) - \$	Expenditure (c+d) - \$	Expenditure (c+d) - \$	
CP countries:												
AF	Afghanistan	1,580,763.19	159,531.41	-40,665.19	-35,114.14	35,146.50	42,495.66	146,180.50	303,551.08	314,856.99	1,184,826.13	
AL	Albania	893,561.93	65,552.06	11,184.58	111,166.26	71,778.37	201,965.99	211,087.33	464,923.31	153,190.19	238,418.39	
AM	Angola	1,707,483.64	322,723.79	105,971.30	56,154.57	49,367.59	22,927.87	13,372.92	178,961.06	195,089.47	98,813.27	
AO	Armenia	1,958,549.52	787,295.21	1,108,499.93	1,827,183.56	2,973,271.09	1,384,259.20	1,012,570.72	573,614.43	763,703.41	856,996.78	
BD	Bangladesh	10,954,645.38	4,432,119.24	2,746,253.64	1,863,761.23	654,450.35	870,246.02	219,663.26	458,620.38	107,280.02	126,184.37	
BJ	Benin	190,226.93	82,669.60	54,939.41	56,336.43	253,865.26	149,118.30	817,152.03	138,782.39	-21,866.60	19,921.18	
BO	Bolivia	1,888,314.09	234,661.56	70,735.76	299,130.59	614,019.45	216,357.23	79,290.98	137,246.01	254,475.15	652,754.98	
CN	Cabo Verde	1,404,186.00	1,092,251.63	856,013.54	529,989.47	550,484.99	255,622.94	450,521.63	488,064.84	1,302,108.68	603,018.84	
CO	China	97,730,851.70	33,365,507.53	25,164,414.27	18,004,036.43	17,977,056.67	29,141,751.29	29,567,764.84	25,786,986.99	19,857,956.97	14,221,283.80	
CV	Cuba	5,204,978.64	100,785.82	748,411.79	45,985.44	348,970.39	778,876.85	956,530.30	899,685.28	1,857,506.42	399,869.10	
CD	DRC	2,590,358.10	521,987.91	202,430.19	459,193.76	762,473.82	593,316.52	651,891.51	946,328.97	486,858.34	316,219.30	
SV	El Salvador	1,000,937.24	193,068.31	-9,761.33	-5,288.83	49,433.78	25,866.65	205,297.89	38,857.46	38,090.17	25,287.27	
GE	Gambia	1,489,295.85	306,659.64	480,093.25	1,340,430.08	266,632.64	-13,230.07	599,112.98	485,255.82	331,331.33	794,395.12	
GM	Georgia	225,498.11			0.00	95,211.56	574,211.08	670,499.28	551,113.66	745,985.64	307,345.40	
GH	Ghana	4,342,203.58	1,310,826.32	1,736,743.31	921,514.78	1,323,897.44	979,848.95	1,247,238.43	854,586.08	2,111,381.36	1,988,200.59	
GN	Guinea	3,482,639.70	1,528,749.32	1,527,719.63	1,840,523.17	471,925.76	-139,356.40	261,230.18	1,349,084.17	1,537,600.34	866,175.50	
ID	India	29,766,431.72	4,507,846.58	3,589,245.51	7,033,147.79	6,636,617.29	9,403,137.55	5,796,742.21	11,015,562.70	9,464,693.94	5,700,100.80	
IN	Indonesia	2,658,628.77	1,089,136.29	1,788,656.16	1,988,653.18	2,040,964.71	1,820,631.57	4,261,464.85	1,665,371.97	2,197,739.10	1,466,074.18	
IR	Iran	6,202,269.04	816,618.23	1,504,718.50	2,933,589.69	1,402,201.82	3,079,265.90	1,550,773.56	613,729.15	625,387.49	3,671,268.89	
LB	Lebanon	6,837,687.96	1,057,871.77	377,153.19	1,065,396.23	1,053,563.47	1,172,570.51		1,259,932.41	898,665.51	948,183.47	
MG	Madagascar	266,440.67	19,055.91	441,119.87	508,479.68	1,128,905.20	1,088,148.67	355,205.31	729,780.11	732,017.72	802,190.68	
MR	Mauritania				27,927.30	141,214.81	40,416.15	0.00	62,155.81	34,624.47	14,300.64	
MZ	Montenegro	1,235,298.95	144,531.96	777,090.51	245,924.60	316,342.62	211,884.93	1,575,981.81	75,124.03	78,342.99	116,143.86	
ME	Mozambique	12,834,823.39	2,369,999.63	2,063,302.04	1,474,955.27	1,447,911.04	424,881.65	1,245,045.67	1,321,248.30	1,512,510.18	2,321,806.03	
MM	Myanmar	54,450.48	266,185.33	977,077.54	1,208,981.18	1,784,484.28	1,792,762.68	390,957.72	542,491.30	875,330.05	423,017.93	
NE	Niger	304,265.04	29,202.92	308,809.08	265,066.70	319,533.09	86,480.68	4,809,428.90	133,189.94	40,213.98	95,096.77	
PH	Pakistan	16,212,511.52	4,869,997.26	3,190,600.61	2,723,754.85	2,206,031.01	2,006,946.76	91,694.93	1,449,342.94	6,766,095.27	2,983,756.59	
PK	Philippines	5,593,077.37	2,328,230.40	751,747.40	822,790.43	459,756.90	650,525.66	1,964,622.66	1,177,062.13	3,575,836.09	2,968,646.40	
MD	RepMoldova	877,405.97	260,834.14	195,474.20	275,757.61	239,490.20	115,085.30	93,121.71	32,537.72	42,024.31	883,917.23	
SA	Saudi Arabia	3,008,644.58	2,337,364.16	1,309,269.61	1,897,310.87	1,368,522.39	608,296.89	-108.36	911,382.65	241,014.76	203,535.76	
SL	Sierra Leone	5,956,652.34	2,195,022.29	721,141.93	57,729.89	164,681.18	23,657.81	3,241,501.13	1,546,251.32	572,753.00	1,020,869.93	
LK	Sri Lanka	3,504,654.26	103,969.17	922,936.46	848,471.04	1,485,653.67	697,873.64	1,443,759.35	1,807,564.91	1,361,560.65	332,706.05	
TL	Timor-Leste	398,796.67	53.54	8,418.70	-1,401.03	0.00		66,521.98			31,349.03	

VU	Vanuatu				40,512.25	6,574.94	127,380.79	135,008.43	42,176.55	3,509.98	150.53	
VE	Venezuela	3,374,499.37	480,117.42	352,908.41	470,406.12	391,293.15	344,730.49	344,346.09	370,867.93	226,644.81	429,268.12	
ZW	Zimbabwe		5,592.28	21,168.97	48,764.39	13,262.41	97,730.40	16,893.57	63.04		-38.60	
PCP countries:												
KH	Cambodia	3,376,438.13	1,644,447.61	1,391,032.88	1,311,034.88	932,618.10	541,948.86	852,555.50	1,378,262.11	1,453,730.99	2,868,435.29	
CI	Cote d Ivoire	7,008,706.90	3,848,095.31	5,878,686.04	4,388,370.47	8,280,267.03	9,591,009.74	3,180,130.68	1,605,093.53	1,269,534.51	529,041.58	
EG	Egypt	15,309,494.34	2,543,184.73	3,508,616.76	5,637,935.63	3,897,458.38	4,885,924.16	2,554,084.14	4,660,176.88	4,179,032.91	7,075,370.01	
ET	Ethiopia	6,126,829.48	1,324,581.93	1,942,187.50	2,647,526.85	3,572,131.98	4,492,402.60	5,798,747.59	4,625,787.74	6,897,691.43	4,639,031.81	
KE	Kenya	4,742,154.04	790,710.61	408,656.28	429,217.47	667,208.79	842,974.52	322,130.81	4,531,933.66	959,075.29	2,405,182.74	
KG	Kyrgyzstan	415,629.74	182,216.99	340,198.22	395,957.66	765,468.66	1,019,845.39	608,277.50	1,056,125.50	89,028.83	175,355.99	
MA	Morocco	10,748,196.72	1,151,825.21	3,350,835.95	1,936,860.87	3,875,612.39	2,561,286.91	4,352.99	3,029,481.78	2,871,619.84	2,715,934.76	
NG	Nigeria	8,367,827.38	3,329,878.60	3,654,117.27	5,670,784.22	3,991,925.70	5,286,505.01	218,817.83	887,462.75	1,163,179.24	1,695,653.97	<i>* also CP</i>
PE	Peru	1,730,792.45	627,915.51	235,211.27	873,496.92	909,304.24	944,381.90	451,171.12	539,987.48	908,931.41	2,033,133.34	
RW	Rwanda	3,867,053.54	675,908.90	161,165.03	274,631.02	412,809.67	961,020.60	1,168,417.25	764,278.43	155,532.21	182,624.10	
SN	Senegal	3,645,490.46	554,300.47	992,384.76	1,781,575.72	881,622.94	780,522.35	1,756,825.32	1,815,714.33	3,449,003.65	3,599,244.35	
TZ	URTanzania	8,321,285.84	2,480,693.60	3,334,333.74	2,706,148.86	3,711,393.18	1,613,954.61	3,418,786.13	1,371,340.10	750,866.04	980,490.43	
ZM	Zambia	9,047,260.98	1,373,078.38	605,609.21	1,000,844.58	1,081,316.51	417,263.55	309,403.13	116,323.77	382,145.83	420,316.98	

Chart 19. TC volume and the possible impact of CP/ PCP

UNIDO region	Country	CP Details						TC Volume (in million USD)										Possible Impact of CP	
		UNIDO presence (type)	UNIDO presence (D, P, NPO, ISA)	if UNIDO presence = NRA enter covering entity (FO or regional programme)	CP start date	CP end date	ERP SAP ID	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Last Year - BY	Base Year (BY)
AFR	Angola	NRA	N/A	RO-P5 (South Africa)	1-Jan-16	31-Dec-21	140329	1.71	0.32	0.11	0.06	0.05	0.02	0.01	0.18	0.20	0.10	0.04	0.06
AFR	Benin	NRA	N/A	RH-D1 (Nigeria)	1-Dec-21	30-Sep-22	210231	0.19	0.08	0.05	0.06	0.25	0.15	0.82	0.14	(0.02)	0.02	0.04	(0.02)
AFR	Cabo Verde	NRA	N/A	CO-P5 (Senegal)	1-Jan-22	31-Dec-26	200105	1.40	1.09	0.86	0.53	0.55	0.26	0.45	0.49	1.30	0.60		
AFR	Democratic Republic of the Congo	CO-NO (Congo)	NO	N/A	1-Jan-21	31-Dec-25	200153	2.59	0.52	0.20	0.46	0.76	0.59	0.65	0.95	0.49	0.32	(0.17)	0.49
AFR	Gambia (The)	NRA	N/A	CO-P5 (Senegal)	4-Nov-16	31-Dec-25	160052	1.49	0.31	0.48	1.34	0.27	(0.01)	0.60	0.49	0.33	0.79	(0.55)	1.34
AFR	Ghana	CO-P5 (Ghana)	P5	N/A	1-Jan-19	31-Dec-22	150013	4.34	1.31	1.74	0.92	1.32	0.98	1.25	0.85	2.11	1.99	0.74	1.25
AFR	Guinea	CO-NO (Guinea)	NO	N/a	1-Sep-19	30-Jun-23	190194	3.48	1.53	1.53	1.84	0.47	(0.14)	0.26	1.35	1.54	0.87	0.60	0.26
AFR	Madagascar	CO-NO (Madagascar)	NO	N/A	1-Jul-18	31-Dec-23	180053	0.27	0.02	0.44	0.51	1.13	1.09	0.36	0.73	0.73	0.80	(0.29)	1.09
AFR	Mauritania	NRA	N/A	CO-P5 (Senegal)	2-Mar-15	31-Dec-22	150022	-	-	-	0.03	0.14	0.04	-	0.06	0.03	0.01	0.01	-
AFR	Mozambique	CO-NO (Mozambique)	NO	N/A	1-Apr-14	31-Dec-21	140114	12.83	2.37	2.06	1.47	1.45	0.42	1.25	1.32	1.51	2.32	(0.05)	2.37

AFR	Niger	NRA	N/A	RH-D1 (Nigeria)			200227	0.30	0.03	0.31	0.27	0.32	0.09	4.81	0.13	0.04	0.10			
AFR	Sierra Leone	CO-NO (Sierra Leone)	NO	N/A	1-Jan-21	31-Dec-25	200324	5.96	2.20	0.72	0.06	0.16	0.02	3.24	1.55	0.57	1.02	0.45	0.57	
AFR	Zimbabwe	CO-NO (Zimbabwe)	NO	N/A	1-Jan-16	31-Dec-19	140263	-	0.01	0.02	0.05	0.01	0.10	0.02	0.00	-	(0.00)	(0.05)	0.05	
ARB	Lebanon	CO-P5 (Lebanon)	P5	N/A	1-Jan-17	31-Dec-21	150419	6.84	1.06	0.38	1.07	1.05	1.17	-	1.26	0.90	0.95	(0.11)	1.05	
ARB	Saudi Arabia	NRA	N/A	PFC/RFC/ARB	1-May-19	1-May-20	190111	3.01	2.34	1.31	1.90	1.37	0.61	(0.00)	0.91	0.24	0.20	(0.37)	(0.00)	
ASP	Afghanistan	CO-NO	National Officer	N/A	1-Jan-17	31-Dec-22	150388	1.58	0.16	(0.04)	(0.04)	0.04	0.04	0.15	0.30	0.31	1.18	1.22	0.04	
ASP	Bangladesh	CO-NO (Bangladesh)	National Officer	N/A	1-Jan-18	31-Dec-21	160194	10.95	4.43	2.75	1.86	0.65	0.87	0.22	0.46	0.11	0.13	(0.74)	0.87	
ASP	China	RO-P5 (China)	P5	N/A	1-Jan-21	31-Dec-25	210108	97.73	33.37	25.16	18.00	17.98	29.14	29.57	25.79	19.86	14.22	(5.64)	19.86	
ASP	India	RO-P5 (India)	P5	N/A	1-Jan-18	31-Dec-22	170127	29.77	4.51	3.59	7.03	6.64	9.40	5.80	11.02	9.46	5.70	(3.70)	9.40	
ASP	Indonesia	CO-P5 (Indonesia)	P5	N/A	1-Jan-21	31-Dec-25	210057	2.66	1.09	1.79	1.99	2.04	1.82	4.26	1.67	2.20	1.47	(0.73)	2.20	
ASP	Iran (Islamic Republic of)	CO-NO (Iran)	National Officer	N/A	1-Jan-17	31-Dec-21	160023	6.20	0.82	1.50	2.93	1.40	3.08	1.55	0.61	0.63	3.67	2.27	1.40	
ASP	Myanmar	NRA	N/A	RH-D1 (Thailand)	1-Jan-15	31-Dec-22	140175	0.05	0.27	0.98	1.21	1.78	1.79	0.39	0.54	0.88	0.42	(0.55)	0.98	
ASP	Pakistan	CO-NO (Pakistan)	National Officer	N/A	1-Jan-18	31-Dec-22	170043	16.21	4.87	3.19	2.72	2.21	2.01	0.09	1.45	6.77	2.98	0.98	2.01	
ASP	Philippines	CO-NO (Philippines)	National Officer	N/A	1-Jan-18	31-Dec-23	180058	5.59	2.33	0.75	0.82	0.46	0.65	1.96	1.18	3.58	2.97	2.32	0.65	

		ppines)																				
ASP	Sri Lanka	NRA	N/A	RO-P5 (India)	1-Jan-21	31-Dec-25	190374	3.50	1.04	0.92	0.85	1.49	0.70	1.44	1.81	1.36	0.33	(1.03)	1.36			
ASP	Timor-Leste	NRA	N/A	CO-P5 (Indonesia)	1-Apr-18	31-Dec-22	180040	0.40	0.00	0.01	(0.00)	-	-	0.07	-	-	0.03	0.03	-			
ASP	Vanuatu	NRA	N/A	PFC/RFC/ASP	1-Jan-16	31-Dec-22	140250	-	-	-	0.04	0.01	0.13	0.14	0.04	0.00	0.00	(0.04)	0.04			
EUR	Albania	NRA	N/A	PFC/RFC/EUR	1-Jan-20	31-Dec-24	150452	0.89	0.07	0.01	0.11	0.07	0.20	0.21	0.46	0.15	0.24	(0.23)	0.46			
EUR	Armenia	CO-NO (Armenia)	National Officer	N/A	1-Jan-22	31-Dec-26	190185	1.96	0.79	1.11	1.83	2.97	1.38	1.01	0.57	0.76	0.86					
EUR	Georgia	NRA	N/A	PFC/RFC/EUR	1-Jan-23	1-Dec-27	140115	0.23	-	-	-	0.10	0.57	0.67	0.55	0.75	0.31					
EUR	Montenegro	NRA	N/A	PFC/RFC/EUR	1-Jan-17	31-Dec-22	150451	1.24	0.14	0.78	0.25	0.32	0.21	1.58	0.08	0.08	0.12	(0.20)	0.32			
EUR	Republic of Moldova	NRA	N/A	PFC/RFC/EUR	1-Jan-19	31-Dec-23	150277	0.88	0.26	0.20	0.28	0.24	0.12	0.09	0.03	0.04	0.88	0.79	0.09			
LAC	Bolivia (Plurinational State)	CO-NO (Bolivia)	National Officer	N/A	20-Sep-18	2022	160058	1.89	0.23	0.07	0.30	0.61	0.22	0.08	0.14	0.25	0.65	0.44	0.22			
LAC	Cuba	NRA	N/A	PFC/RFC/LAC	2021	2025	200099	5.20	0.10	0.75	0.05	0.35	0.78	0.96	0.90	1.86	0.40	(1.46)	1.86			
LAC	El Salvador	NRA	N/A	RH-D1 (Mexico)	1-Jan-16	31-Dec-21	150112	1.00	0.19	(0.01)	(0.01)	0.05	0.03	0.21	0.04	0.04	0.03	0.03	(0.01)			
LAC	Venezuela (Bolivarian Republic of)	NRA	N/A	CO-P5 (Brazil)	1-Jan-18	31-Dec-24	180005	3.37	0.48	0.35	0.47	0.39	0.34	0.34	0.37	0.23	0.43	0.08	0.34			
		18						235.73	68.32	54.06	51.25	49.10	58.88	64.49	58.41	59.28	47.11	(5.84)	50.59			
															% increase over the base year						-12%	
UNIDO region	Country	UNIDO presence	UNIDO presence (D, P, NPO, ISA)	if UNIDO presence = NRA enter covering entity (FO or	PCP Details			TC Volume (in million USD)										Possible Impact of CP				
					PCP start date	PCP end date	PCP SAP ID	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Last Year - BY	Base Year (BY)			

				regional programm e)																
AFR	Côte d'Ivoire	CO-P5 (Côte d'Ivoir e)	P5	N/A	2019			7.01	3.85	5.88	4.39	8.28	9.59	3.18	1.61	1.27	0.53	(2.65)	3.18	-83%
AFR	Ethiopia	RH-D1 (Ethio pia)	D1	N/A	Feb-14	2018		6.13	1.32	1.94	2.65	3.57	4.49	5.80	4.63	6.90	4.64	4.47	1.32	338%
AFR	Kenya	CO-P5 (Kenya)	P5	N/A				4.74	0.79	0.41	0.43	0.67	0.84	0.32	4.53	0.96	2.41			
AFR	Nigeria	RH-D1 (Niger ia)	D1	N/A				8.37	3.33	3.65	5.67	3.99	5.29	0.22	0.89	1.16	1.70			
AFR	Rwanda	RH-D1 (Egypt)	P5	N/A	2018			3.87	0.68	0.16	0.27	0.41	0.96	1.17	0.76	0.16	0.18	(0.78)	0.96	-81%
AFR	Senegal	CO-P5 (Sene gal)	P5	N/A	1-Apr- 15	31-Jan-21	150038	3.65	0.55	0.99	1.78	0.88	0.78	1.76	1.82	3.45	3.60	2.46	0.99	248%
AFR	United Republic of Tanzania	NRA	N/A	CO-P5 (Tanzania)	2020			8.32	2.48	3.33	2.71	3.71	1.61	3.42	1.37	0.75	0.98	(0.39)	1.37	-29%
AFR	Zambia	NRA	N/A	RO-P5 (South Africa)	1-Jan- 21	31-Dec-26	190132	9.05	1.37	0.61	1.00	1.08	0.42	0.31	0.12	0.38	0.42	0.04	0.38	10%
ARB	Egypt	RH-D1 (Egypt)	D1	N/A	2021			15.31	2.54	3.51	5.64	3.90	4.89	2.55	4.66	4.18	7.08	2.90	4.18	69%
ARB	Morocco	CO- NO (Moro cco)	Nation al Officer	N/A	2019			10.75	1.15	3.35	1.94	3.88	2.56	0.00	3.03	2.87	2.72	2.71	0.00	62292 %
ASP	Cambodia	CO- NO (Camb odia)	Nation al Officer	N/A	2018	2023		3.38	1.64	1.39	1.31	0.93	0.54	0.85	1.38	1.45	2.87	2.33	0.54	429%
EUR	Kyrgyzstan	CO- NO (Kyrgy zstan)	Nation al Officer	N/A	2020			0.42	0.18	0.34	0.40	0.77	1.02	0.61	1.06	0.09	0.18	(1.23)	1.06	-117%
LAC	Peru	NRA	N/A	CO-P5 (Colombia)	2018			1.73	0.63	0.24	0.87	0.91	0.94	0.45	0.54	0.91	2.03	1.09	0.94	115%

		3						82.71	20.53	25.80	29.05	32.98	33.94	20.64	26.38	24.53	29.32	10.94	14.94	
	*PCP start/end dates from the UNIDO website																			
AFR	Nigeria	RH-D1 (Nigeria)	D1	N/A	1-Jul-18	31-Dec-22	180133													73%
AFR	Zambia	NRA	N/A	RO-P5 (South Africa)	1-Jan-15	31-Dec-18	140113													

Source: An internal analysis by UNIDO SPQ

Chart 20. Balance in various sub-funds of the UNIDO Partnership Trust Fund (PTF)

PARTNERSHIP TRUST FUND 2)							
Donor	Currency	Year End Balance	Funds Received 2022	Net Approvals	Funds Earmarked (PAD not yet issued)	ESTIMATED Programmable Balance	ESTIMATED Programmable Balance
		incl psc	incl psc	incl psc	incl psc	incl psc	excl psc
		1	2	3	4	5 (1+2-3-4)	6 (5 less psc.)
Partnership Trust Fund	EUR	63,347	0	0	0	63,347	56,060
Partnership Trust Fund	USD	2,011	0	0	0	2,011	1,779
Partnership Trust Fund - China	EUR	0	0	0	0	0	0
Partnership Trust Fund - China	USD	4,512,001	0	197,552	0	4,314,449	3,818,096
Partnership Trust Fund - Peru	EUR	30	0	0	0	30	26
Partnership Trust Fund - Spain	EUR	16,160	0	0	0	16,160	14,301
Partnership Trust Fund - Russian Federation	EUR	41,960	0	0	0	41,960	37,133
Partnership Trust Fund - Russian Federation	USD	50,091	0	0	0	50,091	44,328

Source: UNIDO Executive Board Enterprise Resource Planning Report as of Jan 24, 2022.

Chart 21. Total Partnership Trust Fund contributions by the donor (2015-19)

Country	2015		2016		2017		2018		2019		TOTAL		Remarks
	Euro Amount	USD Amount	Euro Amount	USD Amount	Euro Amount	USD Amount	Euro Amount	USD Amount	Euro Amount	USD Amount	Euro Amount	USD Amount	
China		\$3,813,380.00		\$4,000,000.00		\$2,500,000.00		\$2,500,000.00		\$2,250,000.00	€ 0.00	\$15,063,380.00	
Italy	€ 151,994.00										€ 151,994.00	\$0.00	
Malta							€ 3,906.00				€ 3,906.00	\$0.00	
Peru			€ 609,369.74				€ 23,762.00				€ 633,131.74	\$0.00	
Russian Federation			€ 246,709.00			\$250,000.00					€ 246,709.00	\$250,000.00	
Spain					€ 113,000.00						€ 113,000.00	\$0.00	
Total	€ 151,994.00	\$3,813,380.00	€ 856,078.74	\$4,000,000.00	€ 113,000.00	\$2,750,000.00	€ 27,668.00	\$2,500,000.00	€ 0.00	\$2,250,000.00	€ 1,148,740.74	\$15,313,380.00	



Vienna International Centre
Wagramerstr. 5, P.O. Box 300,
A-1400 Vienna, Austria



+43 1 26026-0



www.unido.org



evaluation@unido.org



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION