



**UNIDO's partners\* are:**

- 168 member states
- Multilateral institutions

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

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



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

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

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

For further information, please contact:  
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**EVALUATION ENGAGEMENT**

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

**Partners are motivated by:**

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

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

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

**EVALUATION ASSESSMENT**

**Key findings in relation to evaluation criteria**

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

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

● Satisfactory   ● Partially satisfactory   ● Unsatisfactory   na Not available

Source: Evaluation analyses across evidence sources (2017)

**GOOD PRACTICES**

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

**LEARNING FROM OTHERS**

**Lessons from experience of other UN Organizations:**

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

**WHAT'S NEXT**

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