UNIDO Partnership Strategy

creating value, raising impact

Ph. Scholtès, 04 November 2014
a game of many players

• any processing activity requires raw materials, energy, skills, institutions, road, logistics …
• all activities carried out by as many players
• for the industry to grow, appropriate actions must be carried out by each one of them
with distinct goals and resources

• some activities attract private investment; others call for public resources
• yet all are necessary for the system to expand
that need to be aligned

• national strategies and policies broadcast public signals to foster alignment
• partnerships amongst actors facilitate the convergence of independent actions
• they address therefore coordination gaps that hinder progress in low income countries
why UNIDO?

• as an inter-governmental agency, privileged links with public authorities
• through continuous interaction with businesses, strategic position at the interface of Government, industry, science and technology
• unique role in addressing coordination failures and fostering convergence of action
the power of partnerships

• augments resources, increases impact
• improves sustainability of TA
• partnerships create value for all partners
• UNIDO brings neutrality; expertise in capacity-building programmes; networks; focus on public services marked by high externalities; local knowledge; access to policy-makers in the field; normative services
concretely: a rising trend
an expanding group …
with maturing aspirations

Source: Dalberg, 2011
linking to investment and DFIs

- DFI funds the UNIDO TA (DRC 2014)
- DFI finances investment opportunities identified by UNIDO (EBRD Russia)
- UNIDO extends TA for greater development impact (AAF)
- TA facilitates coordination between private finance and public investment (SCPZ Nigeria)
- knowledge dissemination (World Bank GFSP)
example: Nigeria SCPZ (2013)

- **Project Design**
  - Federal Government of Nigeria $1.4m
  - UNIDO MasterPlan

- **Resource Mobilization**
  - Federal Government of Nigeria
  - DFIs
  - Regional Governments of Nigeria
  - Private Sector

- **Implementation**
  - Infrastructure (road, water; buildings etc)
  - Connectivity infrastructure (power lines, roads etc)
  - Specialized infrastructure (feeder roads, collection centres etc)
  - Staple crop processing factories
aligning resources

• $1.4m TC project partners with DFIs to create impact on ISID in Nigeria
• impact vs input reporting
a new momentum for partnerships

- June 2013: DG LI brings UNIDO closer to DFIs; promotes ISID amongst the SDGs
- December 2013: Lima Declaration on ISID
- 23-24 June 2014: 1st ISID Forum
- 30 June 2014: creation of the Partnerships and Results Monitoring Branch
- June—October: two ISID pilots
- 04-05 November: 2nd ISID Forum
harnessing partnerships: the PCPs

driving principles:
• national ownership: the PCP supports Gvt and industry strategies
• aligned to ISID objectives
• focussed, integrated solutions building on multi-disciplinary expertise at UNIDO
• convergence with DPs, PS, DFIs as a basis for value creation through partnerships
• backed by a solid M&E system
four steps June-October 2014

1. senior management missions to sensitize Gvt + partners and assess opportunities
2. formation of multi-disciplinary teams; desk work at HQs
3. site visits by technical teams
4. preparation of Programmes for Country Partnership (PCPs)
the road ahead: beyond ISID-2

5. ISID Forum: process of validation by Gvt and stakeholders
6. PCPs finalized and approved
7. mobilization of resources
8. execution
9. real-time monitoring
the PCP proposition

• partnership with Government, Development Agencies, Finance Institutions and Private Sector unlocks value through stronger coordination
• collective development impact expected to be greater than the sum of its parts
thank you

socially inclusive

economically competitive

environmentally sustainable

industrial development