



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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INFORMATION NOTE

Meetings of the informal working group on the future, including programmes and resources, of UNIDO

On behalf of the Co-Chairs H.E. Ms. Ana Teresa Dengo Benavides (Costa Rica) and Mr. Alberto Groff (Switzerland), I am pleased to inform Permanent Missions that the next meeting of the informal working group will take place on:

Friday, 5 October 2012, at 10:00 a.m., in room M-2 (M-building).

At that meeting, it is intended to consider the opportunities and threats identified in the context of the SWOT analysis. In order to facilitate these deliberations, please find attached a summary of opportunities and threats prepared by the Friends of the Co-Chairs.

For any additional information, kindly contact H.E. Ms. Ana Teresa Dengo Benavides at telephone (01) 2633824 or e-mail: embajador.ecra_costa.rica@chello.at; or Mr. Alberto Groff at telephone (01) 263411844 or e-mail: alberto.groff@eda.admin.ch.

Contact points in the Secretariat for queries related to the working group are Mr. S. Hobohm, Director, Organizational Strategy and Coordination Group, telephone: (01) 26026 3675 or e-mail: s.hobohm@unido.org, or myself, telephone: (01) 26026 3708 or e-mail: f.haidara@unido.org.

A handwritten signature in blue ink, appearing to read "Fatou", is written over a horizontal line.

Fatou Haidara
Director
Policymaking Organs Secretariat

Distribution:
Permanent Missions to UNIDO

FRIENDS OF CO-CHAIRS SUMMARY

OPPORTUNITIES AND THREATS

Opportunities

1.	Opportunities for an enhanced role within the post-Rio+20 process and post-2015 development framework, including the possibility to work in strategic areas
2.	Increased emphasis on economic growth, the real economy, technological change, innovation and the role of small and medium enterprises (SMEs) provides opportunities for UNIDO to contribute experience, expertise and global industrial perspective, including in assisting countries to formulate inclusive and sustainable industrial policies and in promoting coordination
3.	Increased relevance of industrial development to broader development issues (including through the Second United Nations Decade for Poverty Eradication) brings opportunities related to employment and unemployment; deindustrialization, industrialization and re-industrialization; productivity and competitiveness; technology and innovation; green industry and green economy; food security and food safety
4.	Increased number of emerging economies and middle income countries (MICs) in global governance provide UNIDO with an opportunity to strengthen its legitimacy and relevance
5.	Partnerships with other United Nations entities in specific areas through interlinked technical cooperation (TC) and global forum activities
6.	UNIDO's past "system of consultations" holds potential as an international coordination forum for national private sectors within the context of the international trade agenda and the current work of UNIDO on its business partnerships
7.	UNIDO can play a valuable role in assisting regional organizations in the integration of productive structures, particularly in terms of institutional capacity-building, South-South and East-East cooperation
8.	UNIDO is well positioned to provide through an interlinked TC and global forum a contribution to technological change and innovation in the supply of information, knowledge and technologies
9.	Potential for TC projects to become more cost-effective and improve impact on beneficiaries by forging closer links with relevant local non-governmental organizations (NGOs), particularly in poverty alleviation
10.	Potential for deepened public-private partnerships
11.	Ample scope for UNIDO to apply its normative and policy roles to assist countries adhere to best practices in industrialization, including global environmental and trade-related standards
12.	Direction given by Member States to the incoming Director-General and senior management provides an opportunity to strengthen UNIDO
13.	The programme on change and organizational renewal (PCOR) has initiated a process of change that has the potential to increase efficiency and effectiveness of management and TC
14.	Holding the fifteenth session of the General Conference (2013) in Lima, Peru, represents an opportunity to adopt a strategic document on the future of UNIDO, including programmes and resources

Threats

1.	Member States departing on bilateral considerations threaten relevance, finances and critical mass
2.	Financial and economic crisis may have a negative effect on assessed contributions and official development assistance (ODA)
3.	Risk of loss of mandates after Rio+20
4.	New trends in ODA, including on aid effectiveness, present challenges
5.	While working well at a local level, there is a risk of continuing to be at the edge of global issues
6.	Threat of losing institutional memory, knowledge and critical human resource mass unless a consistent, realistic, resource- and quality-based human resource management (HRM) plan is instituted
7.	Risk of reaching limits of reliance on operational budget
8.	Risk of increased pursuit of non-core funding among competing agencies endangers sustainability and continuity of TC
9.	Threat of competition with NGOs and others in implementing projects at a lower cost
10.	Balancing resources for global and policy issues with those devoted to regional and local activities may negatively affect critical mass in TC
11.	Without a move towards restructuring the system of field offices, including representational function and accountability at regional and country level, and backstopping at Headquarters, the Organization's TC activities are at risk