



UNIDO's Subcontracting and Partnership Exchange (SPX) Programme

Global Network Meeting
MIDEST Exhibition 2012,
November 2012
Paris, France

Meeting report

Contents

- I. Introduction
- II. Meeting proceedings, presentation summaries and main discussion topics
- III. General meeting conclusions and achievements
- IV. Appendices

Annex I: Event programme

Annex II: List of participants

Annex III: List of UNIDO-country bilateral meetings

Annex IV: Press articles

Annex V: Photos

I. Introduction

Background and overall objectives

- 1.1 Over the last 25 years, UNIDO has established SPX Centres in more than 60 countries worldwide, thereby creating a global network that aims to effectively support domestic enterprises to become integrated into local, regional and international supply chains and to better meet the challenges of globalization. During recent years, the SPX programme concept has been subject to substantial improvements and, as a result, since 2009, UNIDO has been partnering with a number of institutions, public agencies and/or private sector associations in various countries, to establish a new generation of SPX Centres around the world.

- 1.2 As part of the regular networking events for its Global Network of SPX Centres around the world, in early 2012, UNIDO decided to organise a Global SPX Network Meeting as a side-event to one of the largest global industrial subcontracting exhibitions in the world, the **MIDEST Industrial Exhibition**, held annually in Paris, France. MIDEST attracted a wide range of global visitors including world's leading multinationals in automotive, transportation, telecommunication, construction, electronics, energy and others and was open to leading subcontracting sectors such as the processing of metals, plastics, rubber, composite materials and wood, electronics and electronics, micro-techniques, surface treatments, finishes, industrial fastenings and industry services¹. For the occasion, UNIDO also set-up a specific MIDEST Pavilion within the premises of the exhibition and the UNIDO SPX Pavilion was to host various bilateral and networking sessions between UNIDO and respective country delegations during the four days of 6-9th November 2012 of the MIDEST Fair.

- 1.3 **The Global SPX meeting** consisted of a one day workshop event held on Tuesday 6th November 2012 which saw the participation of more than 60 participants from around 20 countries. The aim of the Global SPX Network Meeting was to bring together a number of country SPX Centres, convening the country members of the international SPX network and give the opportunity to UNIDO to present the status of the UNIDO Global SPX Programme implementation. The meeting also provided UNIDO with the opportunity to provide information about the strategic approach for future programme implementation in existing and prospective new member countries. Success stories and case studies from the different countries where the SPX programme has been implemented were also presented. This Global SPX Network Meeting served UNIDO with the purpose to provide former, current and future prospective SPX Centres with details about the suite of SPX Programme tools, methodologies and pipeline initiatives.

¹ More background information under <http://www.midest.com/>

The meeting also served to facilitate SPX country representatives to further their contacts within the global SPX network as well as to broaden their contact base with the MIDESE enterprise participants through specifically organised B2B partnership activities.

- 1.4 **The SPX Pavilion** represented the Global SPX Network at MIDESE 2012 and served as a hosting space for meetings, visits and exchange. Over the days of Wednesday 7th, Thursday 8th and Friday 9th November 2012, the SPX Pavilion hosted a number of networking sessions and a number of bilateral meetings were held between UNIDO representatives and respective country delegations. To this end, UNIDO and SPX country representatives had the opportunity to hold bilateral meetings to discuss implementation matters, programming issues and forthcoming pipeline projects and initiatives. Other institutions and organisations invited to the event who signalled their interest to establish new SPX Centres in the near future were given the opportunity to discuss and elaborate project proposals. Current SPX country representatives also had the chance to further their contacts within the global SPX network as well as broaden their contact base with other MIDESE enterprise participants.

The SPX Global Network Meeting

- 1.5 The UNIDO SPX Global Network Meeting was held on Tuesday 6th November, 2012. Over 60 participants from 19 different countries; including Algeria, Brazil, Cameroon, China, Ethiopia, Ghana, India, Iraq, Lebanon, Morocco, Nigeria, Qatar, Saudi Arabia, Serbia, South Africa, Tanzania, Tunisia, Turkey, Uganda, Uzbekistan attended the event. Participants included first generation SPX Centres, recently set-up centres and other invited delegations from countries interested in establishing the SPX Programme². The one day meeting consisted of a number of presentations and discussions on the various aspects pertaining to the programme implementation, methodologies and tools and country project implementation experiences and case studies.

The list of topics discussed during the meeting included the following:

- Overview of the SPX Programme, the global network, tools and methodologies;
- Supplier benchmarking as a new element of the UNIDO SPX toolkit;
- UNIDO's SPX Management Information System (MIS): Implications for Global SPX Networking Activities;
- SPX India: SPX's role in automotive supplier development with reference to SME financing and partnership process;
- SPX Gulf Organization for Industrial Consulting (GOIC's): Some regional network success stories;

² Refer to Annex I and II for the meeting's programme and list of participants to the event.

- SPX Uganda: The SPX Centre as an integrated function of the work of an Investment Promotion Agency;
- SPX Cameroon: Mainstreaming SPX activities into the functions of private sector associations;
- The role of SPX in the enterprise development process in SPX Iraq;
- SPX South Africa: Effective capturing and prioritization of buyer opportunities through the SPX centre and maximizing the economic impact of large-scale public investments.

The sessions were followed by interactive discussions and topics discussed during the meeting were followed up in a number of bilateral meetings held in the following days. In the following Part of the Report, a summary of meeting proceeding is provided.

II. Meeting proceedings

Introduction and welcome message

- 2.1 Proceedings for the UNIDO SPX Global Network Meeting started at 09.30 Hours and the event was spread over a full day including breaks. Ms. C. Carlier, on behalf of ITPO Paris, welcomed all meeting participants and highlighted the importance of organising this specific meeting on an important UNIDO programme in an equally important global industrial subcontracting exhibition such as MIDESE. Ms. Carlier briefly presented the day's programme and informed participants about the programme of events and facilities available during the MIDESE Exhibition.
- 2.2 This welcome message was echoed by Mr. M. Kulur, Chief of the Investment, Technology Unit (ITU) within the Business Investment Technology Services Branch UNIDO. Mr. Kulur also welcomed the event participants and conveyed UNIDO's appreciation to all country representatives for their participation to the event and overall interest in the SPX programme as evident from its widespread implementation in different countries around the world. On behalf of UNIDO and the SPX Programme, Mr. Kulur welcomed and thanked all participants for their attendance, contribution and genuine interest in the implementation of the programme. Thereafter, Mr. Kulur delivered the first presentation of the event.

The UNIDO SPX Programme evolution and status

- 2.3 Mr. Kulur gave a brief overview of the history of the SPX programme, highlighting how over the last 25 years, UNIDO has established SPX Centres in more than 60 countries worldwide, thereby creating a global network that aims to link up domestic subcontractors with larger local or international buyers. He highlighted that over the past years, the SPX concept has been subject to substantial improvements which resulted in new institutional partnerships with both public and private stakeholders as well as with individual corporate partners. During his presentation, Mr. Kulur recounted the milestone developments in the SPX Programme development and how in 2007, an SPX Expert General Meeting was held in UNIDO HQ Vienna with the purpose to undertake a thorough assessment of the programme's key achievements, weaknesses and to identifying solutions for future implementation³. Since then, new tools that enable SPX Centres to offer a broader spectrum of services to their respective private sector clients, going beyond the traditional function of supplier-buyer matchmaking services, have been developed and provided to a wide-array of stakeholders. Most notably, the UNIDO SPX Supplier Benchmarking Tool has been added to the SPX toolkit. This tool enables the comparison of enterprises' operational performance and practices against those of other enterprises of similar size and type. Mr. Kulur emphasized that UNIDO's capacity building also provides a set of tools which allow SPX Centres

³ More information on the SPX 2007 Expert Group Meeting available under <http://www.unido.org/index.php?id=7435>

to engage more effectively with potential buyers in order to rally support for multi-partner supplier development initiatives and also to open up new channels for SME financing. Mr. Kulur highlighted that a newly developed SPX Management Information System (MIS) has now succeeded the earlier software systems utilised by the programme. The SPX MIS is aimed to improve day-to-day work of SPX Offices, enabling officers to better perform tasks and responsibilities assigned to them.

Mr. Kulur's main concluding message was that over recent years the SPX Programme developed from a mere business tool to increasingly fulfil the role of a development tool, linking the objectives of enterprise matchmaking and local support with SME linkages with subcontracting technical capabilities and competitiveness. He described the international SPX network to be fast growing and evolving. New programme tools and methodologies are helping SPX to become a more supportive development programme affording SPX offices with the flexibility to adapt to their country and economic contexts. Being an integral component of the UNIDO Investment Programme, the SPX programme perfectly serves the purpose to align initiatives in investment promotion and subcontracting arrangements towards the attainment of industrial development objectives.

In his final comments, Mr. Kulur thanked again the meeting participants and took pleasure in introducing Ms. M. Carco as the forthcoming Chief of ITU assuming overall responsibility for the UNIDO SPX programme implementation following his retirement as at end of 2012.

The SPX Programme, the global network, tools and methodologies

2.4 Following Mr. Kulur's presentation, Mr. S. Kratzsch, UNIDO Industrial Development Officer and the responsible Project Manager for the SPX Programme, gave a general overview of the Programme and reiterated the main objectives of the meeting and MIDEEST Event. Mr. Kratzsch's presentation dwelled on the relevance of subcontracting from an industrial development perspective and covered a number of topics including:

- Evolution of UNIDO's SPX Network;
- UNIDO's SPX Network today;
- The SPX methodology in terms of SPX Profiling, Benchmarking and Supplier Development;
- The SPX Matchmaking processes and Buyer identification and engagement;
- Characteristics of and benefits to SPX host institutions;
- SPX functions over time including performance criteria.
- Future SPX outlook

Mr. Kratzsch reaffirmed the main objectives of the SPX Global Network Meeting and highlighted UNIDO's support to the meeting participants to maximise their participation in the event through further networking, discussions and bilateral meetings.

Supplier benchmarking as a new element of the UNIDO SPX toolkit

- 2.5 Mr. M. Modena, representative of Winning Moves, UNIDO's subcontractor for the provision of SPX benchmarking services delivered a presentation on the UNIDO Supplier Benchmarking methodology as one of the new elements in the UNIDO SPX Toolkit. Mr. Modena's presentation centred around the main concept of benchmarking and elaborated on the main components and the process of the UNIDO benchmarking service, focusing on the assessment of enterprises' in relation to performance and practice. He demonstrated how the UNIDO SPX Supplier Benchmarking Tool enables companies to objectively assess their business to see clearly where they stand in relation to international practices within their sector (nationally, regionally and globally) and where they need to upgrade so as to meet buyer requirements. To date, the UNIDO SPX Programme has provided benchmarking assessment services to over 400 enterprises located in 10 countries. As the network of SPX Centres is growing, the UNIDO SPX Benchmarking service is expected to be rolled out in more countries during 2013 and following years.

UNIDO's SPX Management Information System (MIS) and implications for Global SPX Networking Activities

- 2.6 Mr. S. Kratzsch delivered a presentation on the SPX Management Information System with reference to how this system supports the increasing networking activities within the SPX Global network. Developed by UNIDO, the SPX MIS supersedes the previous SPX software versions. Being more intuitive and user-friendly, the new system is modelled along the needs of SPX country requirements as identified since the 2007 SPX Expert Group Meeting (EGM) in Vienna and the successive implementation of the Programme in a number of countries. The SPX MIS includes day-to-day office management functions and SPX company data is no longer visible on the web for non-registered users. The SPX MIS provides improved search and data extraction functions integrating supplier and buyer "dashboards". UNIDO HQ hosts the Global Database which works as information knot linking the various country SPX databases.

During his presentation, Mr. Kratzsch gave practical explanations and demonstration of the main utility functions of the SPX MIS with specific reference to different user groups. The SPX MIS affords SPX country offices with better tools for the management of human resources, task time allocation and priority setting and greatly assists in the process of periodic evaluation of office work practices and general productivity functions such as data entry, search and extraction. The SPX MIS assists country offices with a holistic IT supported match-making process and more effective client management compared to previous SPX systems. For suppliers/subcontractors, the use of the SPX MIS provides the benefit of management of supplier profiles through the supplier dashboard, effective access to request for quotation (RFQ) specifications as assigned by the SPX Centre, access to news, documents posted by the SPX Centre and search functions for other companies for B2B purposes. Through the use of specific dashboard, registered buyers can manage their buyer profiles as well as post RFQs. The SPX MIS also provides UNIDO HQ with an assisted global coordination and performance monitoring function, added ability to assist in the reporting to external stakeholders, and providing a more effective means to undertake global promotion to international

buyers and facilitate the sharing of information and opportunities within the SPX network.

Mr. Kratzsch also presented the structure and content of the e-learning tool for the provision of distance education courses on issues related to the SPX Programme as well as broader investment promotion and enterprise development issues. This e-learning material was originally developed in the framework of the Enterprise Development through Information and Communication Technology (EDICT) for Iraq but will also be available in a more general global context⁴. A total of 160 video lessons (approximately 45 minutes per lesson) has been produced and can be made available following specific requests from SPX Centres. Mr. Kratzsch provided a brief explanation on the logical structure of the curriculum that is most relevant for the SPX context. It is divided into 6 modules – Introduction to the SPX (module 1, comprising 7 lessons), self-improvement within the firm (module 2, 21 lessons), Opportunity identification and matchmaking (module 3, 9 lessons), JV, Alliances and partnership promotion (module 4, 19 lessons), basic materials for investment analysis (module 5, 24 lessons), economic and financial toolkit for investment analysis (module 6, 25 lessons). A few examples of video-lessons were presented.

- 2.7 In the same context of the SPX MIS presentation, Mr. B. Portelli, SPX Advisor presented some preliminary examples of how SPX Country offices can effectively utilize SPX profiles databases as collated through the SPX MIS tool and profiling processes. Within the context of the overall implementation framework of the SPX Programme, SPX profiling variable data can be disaggregated and analysed on the basis of geographical location, sectoral representation and enterprise scale and background indicators. Such stratification of analysis affords SPX offices with a wide ranging set of data analysis that can be used to assist SPX Centres in their policy advocacy functions and strategic goal setting.

SPX India: SPX's role in automotive supplier development with reference to SME financing and partnership process

- 2.8 Mr. A. Sardeshmukh, Director General of MCCIA and Mr. C. Wilhelm, Promotion Expert on Business Development and Linkages delivered a joint presentation on the SPX programme implementation in Pune, India. In Pune, the small and medium sized enterprise sector consists of around 4,600 companies, employing approximately 425,000 workers. The SPX programme in Pune is hosted by the Maharashtra Chamber of Commerce, Industry and Agriculture (MMCIA) which has over 3000 members from a cross section of Industry and Business such automotive and auto components, machine tools and information technology. In 2008 an agreement between UNIDO and MCCIA launched the SPX-SDP programme. Since its creation, the SPX India programme has profiled over 1,000 companies and has overseen over 3,000 B2B meetings from which 60 investment projects worth over 249 million USD have resulted. The SPX Centre has also benefited from close links with the

⁴ More information is available under: <http://unido.uninettuno.org/en/edict-project.aspx>

UNIDO ITPO network and participating in a number of Delegate Programmes. SPX Pune has implemented specific pilot programmes achieving a successful pilot batch of Supplier Development Programme (SDP) initiatives for ten (10) auto component manufacturing companies. Incidentally, seven from the ten companies were participating at MIDEEST 2012.

- 2.9 Mr. C. Wilhelm reiterated the overall goals of the SPX-Supplier Development Programme: i.e. to build long lasting commercial buyer-supplier relationships mainly linking to European companies in India and/or in Europe, or in other countries/regions, with technology collaboration constituting the determinant factor to make strategic alliances stronger. The SPX Centre is also making efforts to induce European companies to enter into the equity capital arrangements with Indian companies and vice versa. The SPX-SDP in India ultimately aims to facilitate discussions between potential partners with specific guidance until a partnership is eventually established. In the final part of his presentation, Mr. Wilhelm presented a case study where the partnership between MCCIA and UNIDO generated a very successful joint venture of European and Indian investment interests.

SPX Gulf Organization for Industrial Consulting (GOIC's): Some regional network success stories

- 2.10 Mr. S. Vakundakar, Head of GSPX Program, Gulf Organization for Industrial Consulting (GOIC), gave a brief presentation on the implementation of the SPX Programme within GOICs. GOIC provides its services to the six members of the Gulf Cooperation Council, namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. The principal sectoral focus is on industries such as metals, electrical, chemical, plastics and rubber. Some of the main achievements of the centre include the profiling of over 1,600 enterprises (figures as at 2012) with the forecast of profiling an additional 800 enterprises by year end 2013. The GOIC SPX programme has received some 100 Million USD worth of business enquires, with some 32 Million USD contracted business concluded over recent years. The GOIC SPX has created a common portal/platform to float subcontracting proposals and service enquires and has recently started to collect all business enquires from buyers to float these online under the specific www.gspx.info domain. In addition, more than 20,000 online matchmakings were concluded in just the last 2 years. GSPX is also entrusted with the management of multi-source project funds covering the implementation of the SPX network programme in the Gulf region and is also responsible for the organisation of promotional and subcontracting activities in the Gulf region. In this context, over the years the GSPX has organised and participated in various national and international industrial subcontracting events.

Mr. Vakundakar listed some notable lessons and features of the GSPX programme implementation, notably challenges faced in synchronizing SPX activities with buyer enquires published on a common portal emanating directly from buyer's sources (including own websites). GSPX also faces an important challenge in the continuous updating of supplier information and for this reason, new innovative methodologies developed by UNIDO are now required to handle this specific task. Appropriate funds and strategic planning are essential to promote ongoing events and to spearhead specialized supplier development

programmes in the region. Looking forward, Mr. Vakundakar highlighted that large companies in the region are looking for a common portal/platform to float enquires, whereas suppliers are looking for a common platform to register and source enquires. This, Mr. Vakundakar highlighted, would represent an enormous opportunity for the implementation of UNIDO SPX tools in the near future. Mr. Vakundakar referred to the increasing demand from the various Governments in the region to set up new SPX Centres. It is therefore the ultimate aim of the GOIC SPX Centre to further collaborate with UNIDO on this issue and to ensure implementation of the programme in each of the GCC countries by end of 2014. GOIC SPX can better connect to and collaborate with other international SPX Centres around the world to exchange experiences and business enquiries, share capacity, knowledge and capabilities. There exists a great potential to organise future joint promotional events, to organize annual meeting, to re-introduce UNIDO SPX newsletters aimed to share success stories. In his concluding message, on behalf of GOIC, Mr. Vakundakar conveyed his appreciation to UNIDO for taking the initiative to reconvene the Global SPX Network and augured that similar activities and efforts would be held on a periodic basis.

SPX Uganda: The SPX Centre as an integrated function of the work of an Investment Promotion Agency

- 2.11 Mr. Albert Ouma, SPX Executive Manager of the SPX Uganda delivered a presentation on the SPX Uganda success case study in SPX Programme implementation. Mr. Ouma started by referring to the overall FDI context in Uganda, which has performed strongly over the last recent years. Lead by investment from India and the United Kingdom, FDI inflows overtook the level of 800 Million USD by end 2010. Some of the main determinant factors for the favourable investment climate refer to the macro-economic stability with strong economic growth, the trainable labour and human resources, improvements in the investment climate, security of investment guaranteed under the constitution, and unique market access. Since the Uganda SPX Centre is hosted within the Uganda Investment Authority (UIA), Mr. Ouma listed the important overlapping role that the SPX Programme has with the investment promotion framework of the country. Since its establishment in 2010, the SPX Centre has decidedly focused on database development through profiling of enterprises, the provision of business advisory and enterprise services to disseminate information on industrial subcontracting opportunities and the benefits from benchmarking services. The role of SPX Uganda has been widened to support enterprises' skills development, enabling the formation of business linkages to support the goal of more local content generation from the value chains of foreign and domestic enterprises. Since its inception, SPX Uganda has profiled more than 350 enterprises (great majority of which belong to the metal, plastic and rubber manufacture sectors), provided benchmarking services to 41 potential suppliers and led hand-holding of operations of 6 enterprises in their matchmaking discussions with larger foreign and domestic buyers. Other achievements of SPX Uganda include the facilitation of the participation of seven domestic companies in the Gulf Co-operation Council (GCC) Investment Forum, the support towards the establishment of an Enterprise Development Centre in Partnership with the Tullow Oil Plc to facilitate industrial subcontracting in the Oil and Gas Sector in Uganda and the

direct involvement in the establishing concrete linkages between SPX Uganda and the UNIDO supported District Business Information Centres (DBICs) in eight localities in Uganda.

In his concluding remarks, Mr. Ouma thanked UNIDO SPX for organising this event and echoed previous speakers requests in auguring that more similar international activities would be organised in the near future. The immediate goals of SPX Uganda centre around the need to form business associations to attract group financing, to bolster efforts to encourage joint ventures and further improve the important and greatly requested business advisory services to domestic enterprises. All these efforts will continue to make sure that the UNIDO SPX Programme in Uganda remains an important vehicle for domestic SME participation in the value chains of TNCs and large domestic companies. The success of the SPX programme will be used as a spring-board to facilitate and support SMEs supplier development to help these exploit opportunities in emerging important economic sectors such as Uganda's oil and gas sector. Indeed, SPX Uganda is at the forefront in the setting up of SME Enterprise Development Centres in specific country regions aimed to build capacity and skills of SME to service emerging economic sectors.

SPX Cameroon: Mainstreaming SPX activities into the functions of private sector associations

- 2.12 Mr. E. Yameni, CEO of SPX Cameroon, hosted by the Chamber of Commerce, Industry, Mines and Craft of Cameroon (CCIMA) delivered a presentation explaining the experience of SPX Programme implementation in Cameroon. SPX Cameroon was recently established in 2011. Most notably, the Prime Minister, as Head of Government of Cameroon, formally designated the Minister of Small and Medium Sized Enterprises, Social Economy and Craft, to oversee the management of SPX activities reflecting the strong resolve to make SPX Cameroon a sustainable policy tool for SME development in the country. Notwithstanding its recent establishment, SPX Cameroon has successfully participated in an SPX Delegate Programme with ITPO Paris In November 2012. The Centre is actively engaged in capacity building efforts and in the promotion of the SPX project portfolio to specific buyers. To date, some 160 enterprise have been profiled, a number of buyers engaged and some 31 have so far been benchmarked. In addition, a number of supplier SMEs have already started to benefit from concrete supplier development initiatives. To date, the principal achievement of the SPX Cameroon is reflected in a significant link to major investment project pipeline activities in the country.

In his concluding remarks, Mr. Yameni highlighted the main goals prescribed for 2013, referring to plans to organize a series of promotion workshops (including Business Meetings, Technical Days, Specialized Trade Fairs) to reinforce the capacity of SMEs, the plan to introduce SPX to various regions in the country and to consolidate ongoing work streams concerning enterprise profiling and benchmarking. The overriding aim of the SPX Programme in Cameroon, is to increase the number of matchmakings between buyers and suppliers and build strategic partnerships with main contractors for the benefit of industrial development in Cameroon.

SPX Iraq: The role of SPX in the enterprise development process

- 2.13 Mr. A. Kostem, SPX Coordinator for Iraq delivered a presentation on the main achievements of the SPX programme in the country. At the inception phase, the programme faced numerous challenges due the obsolete industrial technology base (isolation and sanctions), diffidence from entrepreneurs, limited information and communication channels (domestic-domestic and foreign-domestic), lack of compliance to international standardization and absence of testing and quality assurance capacity. SPX Iraq was created as a response to national and regional development goals of income generation, private investment and job creation stated in United Nations Development Assistance Framework (UNDAF), the International Compact for Iraq (ICI) and the National Development Strategy (NDS). SPX Iraq has the objective to improve the outlook of the SME sector, addressing and mitigating the adverse effects of the challenges facing enterprises. SPX Centres in Iraq are integrated into the Enterprise Development Centres (EDCs) jointly established by UNIDO (funded by the Italian Cooperation) and host institutions. The host institutions in Baghdad, Thi Qar and Erbil, contributed infrastructure and physical space to cater for SPX operations as well as assigned personnel to man the respective SPX centres. An intensive capacity building effort has been implemented aimed to support EDCs' staff through SPX Profiling Training, Study Tours, SPX Benchmarking Training and SPX Buyer Engagement Training. The main SPX sectoral focus refers to wood manufacture, non-metallic mineral product manufacture, metal products, furniture manufacture and construction. To date, nearly 300 local subcontractors have been profiled and some 55 suppliers have been benchmarked. A targeted action plan concentrates limited resources in priority areas of SME development based on concrete buyer feedback. The SPX Programme has also encouraged the use of ICT, both in terms of SPX E-learning facilities as well as through the use of the SPX MIS.

Mr. Kostem further highlighted the achievements in terms of Supplier Development Programme initiatives. Training was provided to more than 150 suppliers in areas such as Marketing, Finance/Accounting, and Operations Management. Furthermore, the benchmarking diagnostic reports of some 30 Iraqi companies was used as a basis to deploy tailor-made training on software-supported financial statement preparation. The SPX Programme assisted companies in their participation in a number of local and international events such as SPX Awareness Seminars, training activities and the participation in specialised fairs and subcontracting events. Indeed a major achievement of the SPX Programme to date is the international exposure gained by domestic enterprise through their participation in the various SPX led events. In his main conclusions, Mr. Kostem highlighted that all the achievements sets the example and motivates the Iraqi Government and the various stakeholders to push for a broader institutionalization of the SPX. The anticipated consolidation of the SPX Programme in Iraq will ultimately increase the utilization of local manufacturing capacity to meet increasing demands in the wake of higher economic growth rates of the Iraqi economy.

SPX South Africa: Effective capturing and prioritization of buyer opportunities through the SPX centre and maximizing the economic impact of large-scale public investments

- 2.14 Mr. H. Viljoen, SPX Opportunity Development Expert made a presentation on the experience of SPX programme implementation in South Africa. SPX South Africa represents one of the more long established SPX Centres within the revitalized SPX network. Mr. Viljoen broadly reiterated the main SPX objectives which is to provide local industrial manufacturing companies access to tools and services that will enhance their performance and enable them to compete in accessing local and global procurement opportunities. The programme in South Africa is based on a solid and wide-ranging programme partnership with government institutions, including the Department of Trade and Industry (DTI) as Project Sponsor, the Department of Public Enterprise (DPE) as National Counterpart and the Department of Science and Technology (DST) providing Supplier technology support. National industrial support comes from a number of State Owned Enterprises (SOEs), including Transnet, Eskom, the Public Rail Agency of South Africa (PRASA), the Square Kilometre Array (SKA) and the South African Petroleum Industry Association (SAPIA). In addition, some thirteen private sector associations from different industrial sectors participate actively in and benefit from the SPX programme implementation.

An important contribution to the UNIDO SPX Network has been the development of a methodology concerning buyer opportunity development based on the South African experience. The process of opportunity development starts by looking closely at industry databases from where opportunities are identified: i.e. general buyer subcontracting forecasts, OEM opportunities sourcing meetings, business case development and other opportunity tracking.

The process of identifying buyers opportunities rests on familiarity with procurement plans of Government and SOEs on the back of an extensive process of continuous information sourcing including familiarity with localisation strategies. An opportunity pipeline tracking system should be put in place to capture information from buyers on possible contractors, requests for proposals, established rules of engagement and memorandum of understanding (MOUs), notification of Tenders, visits to successful contractors, awareness of large national and PPP projects. Mr. Viljoen made reference to the current buyer opportunities at different stages of the process. The opportunity pipeline refers to some 250 products/groups. Contracts were established with 20 enterprises and 100 enterprises were introduced to OEMs. Opportunity tracking in sectors such as construction, structural steel, electrical components, electronics and instrumentation, castings, forgings and machining and fabricated steel is ongoing.

Mr. Viljoen made also reference to the supplier development aspect of the SPX Programme implementation. To date, some 1,000 enterprises have been profiled and the SPX database permits the SPX office to meet the frequent requests from OEMs and large buyers. The main advantages of Supplier development collaboration is the ability to quickly screen and short-list relevant suppliers from the SPX database, providing buyers with access to a large network of ready and focused local suppliers. Supplier development essentially involves the provision of training to suppliers with view on future procurement plans and the rating of suppliers for OEMs' attention. Benchmark remains the catalyst for Supplier Development. To date some 300 benchmarks have been completed and the SPX Benchmarking methodology is widely used in the various country Provinces where the regional localisation programmes are linked

to the SPX Programme. Some 84 enterprises are formally linked to Supplier Development Programmes through established links with main national service providers, associations and OEMs.

As part of his conclusions, Mr. Viljoen dwelled on the main lesson learnt from the ongoing experience of implementing the SPX programme in South Africa. The South African experience shows how important it is to sell the wider programme framework to stakeholders and associated enterprises in order to get them involved. The SPX national network is the key foundation of the programme, in that the programme does not operate on its own and is as strong as its network. In the case of South Africa, periodic rhythm meetings (public-private dialogues) and the formation of industry clusters were crucial determinant factors in the successful implementation of the SPX programme. Clearly, the benchmarking component represents the main component of the SPX service offering and it is a catalyst for supplier development efforts. Opportunities from large buyers create the pull factor for local companies to participate and get involved. The evidence from South Africa strongly suggests that SPX Centres should carefully and strategically align their programme objectives with overall national objectives and policy instruments to ensure best synergies leading to wider and effective impact in the development of the local manufacturing sector.

After Mr. Viljoen's presentation, Mr. N. Malinga a representative of Fabor Engineering Products Co. Ltd made a brief intervention as testimonial of the value proposition of the SPX programme. Fabor Engineering's core business is engineering and manufacturing of the wide range of products linked to the rail industry. The company also manufactures locomotive components and is engaged in manufacturing as per specific requirements. Mr. Malinga praised the work of SPX South Africa and highlighted how the programme components were valuable to the development of the enterprise. In particular, the ability to benchmark the company to international standards and to be part of the national list of approved suppliers allowed Fabor Engineering to get more exposure to contracts and to improve its business development opportunities. Mr. Malinga referred to how the involvement of the company in the SPX Programme, in particular its participation in the benchmarking process, has enhanced the overall strategic planning which, in turn, made it easier to source funding for the implementation of essential upgrading plans. Overall, the SPX Programme has helped the company to identify and promote its competencies as a competitive, reliable supplier to main OEMs and SOEs, reiterating how SPX is crucial for the ongoing development of domestic enterprises in an emerging industrial context as that in South Africa.

- 2.15 At the end of the presentation sessions, other country representatives made short interventions and comments relative to their specific experience, achievements and challenges encountered in the process of SPX Programme implementation.

III. General meeting achievements and conclusions

Main achievements

- 3.1 The SPX MIDEEST Meeting served the purposes set and met the objective to convene country members of the international SPX network. It provided the opportunity for UNIDO to present the strategic approach and status of the UNIDO Global SPX Programme implementation. More specifically, this international meeting served UNIDO with the purpose to provide previous, existing and prospective SPX Centres with details about the suite of SPX Programme tools, methodologies and initiatives enclosed in the new generation of SPX Programme technical support. This further served the dual purpose to (i) encourage the consolidation of ongoing activities within existing SPX Centres through the further utilisation of SPX tools and methodologies, and (ii) solicit interest from forthcoming SPX member countries to seek UNIDO's assistance on the basis of concrete requests to start using the various SPX tools. This achievement and result is fundamental in terms of the future sustainability of the SPX Programme implementation as well as the further pipeline development for ongoing UNIDO technical assistance in this specific field of industrial development expertise.

At the outset, the SPX Global Network Meeting was successful in terms of physically convening more than 60 participants coming from different organisations, institutions and host entities from 19 different countries, enabling and facilitating the interaction and networking for the benefit of the ongoing programme implementation purposes. As evidenced from the various country presentations, testimonials and interventions, the success stories from different countries can *de facto* be considered as important knowledge transfer mechanisms and concrete way for interaction within the increasing global UNIDO SPX network. As a result, the meeting allowed SPX country representatives to further their contacts within the global SPX network as well as to broaden their contact base with new, forthcoming SPX members and other MIDEEST enterprise participants through the numerous bilateral meetings and the B2B partnership activities organised during the days of the exhibition.

- 3.2 The UNIDO Pavilion hosted numerous bilateral meetings between UNIDO and respective country delegations held over the days of Wednesday 7th, Thursday 8th and Friday 9th November 2012⁵. Over the event days, the UNIDO Pavilion hosted more than 180 bilateral meetings between delegations. In addition, some 80 B2B meetings through the B2B Platform provided by MIDEEST were organised between delegate participants. UNIDO representatives held meetings with all country delegations, especially with SPX country representative as well

⁵ Refer to Annex III for a comprehensive list.

as with other representatives of other organisations and/or institutions who expressed their interest to set up a new and/or revamped SPX Programme in their countries. To this end, a number of important follow up developments with specific countries are currently underway to pave the way for a concrete start to specific projects aimed to provide SPX technical assistance. Through the various bilateral meetings, SPX country representatives also had the chance to further their contacts within the global SPX network as well as broaden their contact base with other MIDESE enterprise participants. In this regard, a number of leads about possible collaboration at the sectoral and firm level were discussed between country delegations and the results from such partnerships will be attentively followed up by UNIDO during the course of 2013.

Another main achievement from the SPX Global Network Meeting was the official granting of the “MIDESE Trophy” to the SPX Programme in Cameroon. This prize was awarded for the successful industrial twinning (“compagnonnage industriel”) initiative organised with ITPO France, being implemented as part of EE/CMR/08/B02 “Programme Pilote d’Appui a la Mise a Niveau, la Normalisation et la qualité au Cameroun – Composant Bourse de Sous-Traitance et de Partenariat” (Annex 3 provides links to related press articles)⁶.

Key conclusions and way forward

- 3.3 A number of conclusions emerged from the meeting and these same conclusions pave the way for a concrete way forward for the SPX programme implementation. Primarily, the various country delegate representatives reiterated their appreciation of having been invited to this SPX Network Event which provided them with more information on the overall strategic plan of the Global UNIDO SPX Programme and gave them the opportunity to interact with other centres as well as to showcase the important work undertaken at the respective country-level. In line with this welcome development, country delegates strongly requested that further annual meetings should be organised within similar annual MIDESE Exhibitions or else in the ambit of specific activities organised by UNIDO in different SPX countries.
- 3.4 The meeting reaffirmed the need for the continuous development of the SPX Programme and to further strengthen the link at the country level between investment promotion and industrial subcontracting through for example the consolidation of linkages between the UNIDO Investment and Technology Promotion (ITPO) Programme and ITU’s Investment Programme. Several individual country presentations attested to this point highlighting the successful work undertaken by ITPO France and SPX Cameroon, between ITPO UK and SPX India and the SPX Viet Nam and ITPO Japan. Clearly more synergies can be achieved in terms of linking activities between industrial subcontracting and investment promotion at the various country levels. In this context, the meeting underscored the important linkage between the SPX Programme and investment promotion efforts both at the level of investment promotion agencies (IPAs) as well as at the level of foreign direct investment attraction in terms of technology partnerships and/or joint venture promotion. For example, the role of SPX Units hosted within IPAs should be leveraged to initiate changes from within and to reap synergies with initiatives of other organizational Units within

⁶ Refer to Annex IV for a list of press articles on this award.

the same institution to send more coherent signals to external stakeholders. Similarly the collaboration between SPX Centres hosted in private sector associations and investment promotion agencies should be further strengthened since their prevailing functions and objectives complement each other. In this sense, future emphasis on collaboration would help bring about realisable benefits to policy implementation and investment promotion in the wider economic context. UNIDO will adjust its technical assistance programme to put particular emphasis on these inter-institutional partnerships through the provision of e.g. templates for Memoranda of Understanding (MoU), legal SPX framework documents and others.

3.5 The meeting highlighted the importance of the SPX Programme and the applicability of its methodology as versatile supplier/enterprise development tools to be connected to ongoing country initiatives. Some important empirical evidence has been presented during the meeting to reaffirm the role of the SPX programme in the various national initiatives and programmes, as in the following:

- Programme for entrepreneurship development such as realized between SPX Programme in Iraq and the country's Enterprise Development Centres;
- The national initiative for technical upgrading which sees the extensive collaboration between SPX South Africa and the Department of Science and Technology, primarily through the utilization of the SPX Benchmarking Tool;
- OEM-funded projects under the corporate social responsibility umbrella as exemplified by the collaboration between SPX Uganda and Tullow Oil Plc;
- The UNIDO upgrading programmes in Cameroon with the partnership between SPX Cameroon and the *Mise a Niveau Programme*.

3.6 The meeting proceedings and the consequent empirical evidence and feedback from country representatives, re-affirmed the general applicability and the relevance of the suite of newly developed SPX tools such as the SPX Management Information System (MIS) and the SPX Benchmarking Tool. The current framework of SPX methodologies and tools not only provide SPX Centres with a means to implement the programme but increasingly serve to reach out to wider set of country stakeholders directly and indirectly related to the SPX framework of actions. Increasingly, SPX tools and methodologies serve to position SPX host organisations at the forefront of national and regional enterprise/SME development initiatives providing new innovative and demanded services to enterprises.

3.7 Overall, the UNIDO Global SPX Network Meeting represented a milestone activity for the SPX Programme implementation during the course of 2012. The success of the meeting will serve as a good basis for the future programme development and implementation in the different network countries. UNIDO is satisfied with the achievements of the meeting and will strive to follow up on the recommendations and the main conclusions emanating from it.

IV. Appendices

Annex I. Event Programme

SPX Global Network Meeting

MIDEST – 2012, Paris North Villepinte, France
 Room 613, Southern Entrance, Hall 6
 Tuesday 6th November 2012

Programme

09:30 – 10:30 Hours	<p>Welcome remarks</p> <p>The UNIDO Investment and SPX Programme with particular emphasis on the SPX global network, tools and methodologies - <i>Mr. M. Kulur, Chief of UNIDO Investment and Technology Unit, and Mr. S. Kratzsch, UNIDO Investment and Technology Unit, (55 mins)</i></p>
11:00 – 12:00 Hours	<p>Working with UNIDO's SPX Management Information System (MIS): Implications for Global SPX Networking Activities - <i>Mr. S. Kratzsch, UNIDO Investment and Technology Unit and Mr. B. Portelli, SPX Advisor, UNIDO Investment and Technology Unit, (30 mins)</i></p> <p>Supplier benchmarking as a new element of the UNIDO SPX toolkit - <i>Mr. M. Modena, Winning Moves, UK, (30 mins)</i></p>
12:30 – 13:30 Hours	<p><i>Lunch cocktail courtesy of ITPO Paris</i></p>
13:30 – 16:30 Hours	<p>SPX India: SPX's role in automotive supplier development with reference to SME financing and partnership process - <i>Mr. A. Sardeshmukh, Director General of MCCIA and Mr. C. Wilhelm, Promotion Expert on Business Development and Linkages, (30 mins)</i></p> <p>SPX Gulf Organization for Industrial Consulting (GOIC's): Some regional network success stories – <i>Mr. S. Vakundakar, Head of GSPX Program, Gulf Organization For Industrial Consulting GOIC, (25 mins)</i></p> <p>SPX Uganda: The SPX Centre as an integrated function of the work of an Investment Promotion Agency - <i>Mr. A. Ouma, Director, Small & Medium Enterprises Division, Uganda Investment Authority, (25 mins)</i></p> <p>SPX Cameroon: Mainstreaming SPX activities into the functions of private sector associations – <i>Mr. E. Yameni, CEO of SPX Cameroon, Chamber of Commerce, Industry, Mines and Craft of Cameroon, (25 mins)</i></p> <p>SPX Iraq: The role of SPX in the enterprise development process – <i>Mr. A. Kostem, SPX Coordinator Iraq, (20 mins)</i></p> <p>SPX Viet Nam: Leveraging the role of SPX framework to assist the country's investment promotion efforts - <i>Mr. Brian Portelli, SPX Advisor, UNIDO Investment and Technology Unit, (15 mins)</i></p> <p>Effective capturing and prioritization of buyer opportunities through the SPX centre and maximizing the economic impact of large-scale public investments – the case of SPX South Africa - <i>Mr. Henning Viljoen, SPX Opportunity Development Technical Expert in South Africa, (25 mins)</i></p> <p>South African private sector testimonial to attest to the value proposition of the SPX Programme – <i>Mr. Norman Malinga, Fabor Engineering Products, South Africa, (15 mins)</i></p>
16:45 – 17:45 hours	<p>Roundtable discussion and feedback from participants</p> <p>Closing remarks</p>

Annex II: List of participants

Country	Name	Designation	Institution
Algeria	Mr. Abderrahmane Bouali	Director	BSTP Ouest
	Mr. Hadj Said Slimane	President	BSTP Sud
	Mr. Mohamed El-Hadi Bourkab	Director General	BSTP Est
	Mr. Azzioz Laib	General Manager	BSTP Centre
Brazil	Ms. Isabella Sousa	Project Analyst and ITPO Programme Delegate	Unidade de Comércio Exterior. Confederação Nacional da Indústria, Brazil
Cameroon	Mr. Evariste Yameni	SPX Executive Manager	SPX Cameroon
China	Mr. Jia Kai	Deputy Director	SPX Xi'an, China
	Ms. Han Sumeng	International Business Assistant SPX Xián	SPX Xi'an, China
Ethiopia	Mr. Mesfin Wubeshet	SPX Executive Manager	SPX Ethiopia
Ghana	Mr. F. Kwayie	Technical Advisor	SPX Ghana
	Mr. D. Kwame	Designate SPX Representative	SPX Ghana
India	Mr. Anant Sardeshmuk	Director General	Mahratta Chamber of Commerce Industries and Agriculture
	Mr. Charles Wilhelm	Promotion Expert on Business Development and Linkages	SPX Pune, India XY Europe
Iraq	Mr. Ali Saleem Omar	General Director of the Industrial Development	Ministry of Industry and Minerals
	Ms. Nidhal Hamzah	Head of Enterprise Development Center Baghdad	Ministry of Industry and Minerals
	Mr. Suar Aziz Ali Al-Bajalan	Director General of Planning and Follow-up	KRG Ministry of Trade and Industry
	Mr. Mustafa Zubair Bilal	Head of Enterprise Development Centre Erbil	KRG Ministry of Trade and Industry
	Mr. Shafan Adel Mahmud	Local SPX Coordinator of Erbil EDC	KRG Ministry of Trade and Industry
	Mr. Abdulridha Mohammed Afrawee	Vice Chairman of Thi Qar Investment Commission	Thi Qar Investment Commission
	Mr. Baseel Talib Ali Al-Forati	Member of Board of Directors	Thi Qar Investment Commission
	Mr. Abdulmohson Hiddab Dafir Al Abboodi	Member of Board of Directors	Thi Qar Investment Commission
	Mr. Atheer Bahr Abed	Member of Board of Directors	Thi Qar Investment Commission
	Mr. Mohammed Mohsin Kareem	Head of One-Stop-Shop Department	Thi Qar Investment Commission
	Mr. Hilal Hussein Odhaib	Deputy Chairman of Strategic Planning and Investment Committee	Thi Qar Provincial Council
	Mr. Saad Heshim Mohsin Algharabi	UNIDO National Industrial Expert & SPX Benchmark	UNIDO
	Ms. Hawraa Talal Abdulhameed	Enterprise Development Center Assistant	Nassiriyah Chamber of Commerce
	Mr. Yousif Al-Mashhadany	Director General	Ministry of Industry
	Mr. Ahmed Ali Yousif	Director Manager	A&C General Contracting Company
	Mr. Ali Abdulkareem Ahmed Al-Musawi	Director	Fusteka Group for Food Process and Trade-Contracting
	Mr. Farhan Handhal Ali Ghuraibawi	Board Member	Iraqi Businessman Union
	Mr. Ghanim Hameed Hamzah	Representative	Al Yamama Co.
	Mr. Idrees Talaah Bilal	Deputy Manager	A&C General Contracting Company
	Mr. Majid Jasim Qasim	Board Member	Iraqi Businessman Union
Mr. Sabraz Yousif Omar	Entrepreneur	RATWL Co.	

	Mr. Safaa Maroof Abduljabbar	Representative	Al Yamama Co.
	Ms. Shorook Numan Braheem Al-Naseri	Board Member	Federation of Iraqi Industries
	Mr. Ali Okla Al-Hamdani	General Manager	Sarah Al-Akwar for General Constructions Contractor
	Mr. Jafaar Abdulsattar Jebur	General Manager	Alamarwa Company for General Constructions and Electrical Materials supplier
	Ms. Ibtisam Nazzal Barghash Al-Rikabi	Assistance General Manager	Alamarwa Company for General Constructions and Electrical Materials supplier
	Mr. Arda Köstem	SPX Programme Coordinator for Iraq	UNIDO
Lebanon	Mr. M. Faycal	Manager	SPX Lebanon
Morocco	Mr. M El Hark	Managing Director	SPX Morocco
Nigeria	Mr. W. Fasanya	Director of Policy	SMEDAN, Nigeria
Qatar	Ms. Noora Al Mannai	Chief Executive Officer	Enterprise Qatar
	Mr. Georges Fouad Salem	Senior Associate - Business Support Services	Enterprise Qatar
	Mr. S. Kumar Vakundakar	Head of SPX Programme	GOIC
Saudi Arabia	Mr. Mohammed Alfaris	VP Business Analyst	National Industrial Clusters Development Program
Serbia	Mr. I. Vijatov	Cluster Manager	AC Serbia Cluster
South Africa	Mr. H. Viljoen	Opportunity Development Expert	SPX South Africa
	Mr. F. Weber	Supplier Development Specialist	SPX South Africa
	Mr. N. Malinga	Representative	Fabor Mfutho Power and Rail Co. Ltd
Tanzania	Mr. P. Emmanuel	SPX Officer	SPX Tanzania
Tunisia	Mr. Tounsi	Director General	API, Tunisia
Turkey	Mr. M. Ozcomert	Chief Officer	SPX Turkey
Uganda	Mr. A. Ouma	Executive Manager	SPX Uganda, Uganda Investment Authority
Uzbekistan	Mr. A. Mursaliyev	Director of International Industrial Fair and Cooperation Exchange	Ministry for Foreign Economic Relations, Investments and Trade, Uzbekistan
UNIDO	Mr. Mithat Kulur	Unit Chief and Deputy to the Director	UNIDO, Investment and Technology Unit
	Ms. Monica Carco	UNIDO Representative, Tunisia	UNIDO, Investment and Technology Unit
	Mr. Stefan Kratzsch	Industrial Development Officer	UNIDO, Investment and Technology Unit
	Mr. Brian Portelli	Technical Advisor, SPX Programme	UNIDO, Investment and Technology Unit
	Ms. Cécile Carlier	International Expert	ITPO Paris
	Ms. Marie D'Adesky	Expert	ITPO Paris
	Ms. Maria Daniela Barrios	Expert	ITPO Paris
	Ms. Adelita Arilla	Expert	ITPO Paris
	Ms. Ying Dai	Expert	ITPO Paris
	Mr. Dimitar Mintsev	Expert	ITPO Paris
	Ms. Elise Pinto	Consultant	ITPO Paris
	Ms. Catherine Rubbens	Consultant	UNIDO
	Mr. Richard Keegan	Consultant	UNIDO
	Mr. Mustak Caglar	Consultant	UNIDO
	Ms. Ombeline D'Anselme	Intern	ITPO Paris
	Mr. Sylvain Guelton	Intern	ITPO Paris

Annex III. List of UNIDO-country bilateral meetings

The following bilateral meetings have been held during the days of Wednesday, Thursday and Friday, 7th, 8th and 9th November 2012.

1. SPX Algeria – Algiers and Constantine ; with Mr. Hadj Said Slimane, President BSTP Sud; with Mr. Mohamed El-Hadi Bourkab; Director General BSTP Est; with Mr. Azzioz Laib, General Manager, BSTP Centre.
2. SPX Algeria – Oran: Meeting with Mr. Abderrahmane Bouali, Director BSTP Ouest.
3. SPX Brazil: Meeting with Isabella Sousa, Delegate National Confederation of Industry, CNI.
4. SPX Cameroon: Meeting with Mr. Evariste Yameni, SPX Executive Manager, Chamber of Commerce, Industry, Mines and Crafts.
5. SPX Ethiopia: Meeting with Mr. Mesfin Wubeshet, Ethiopia Ministry of Industry and Trade.
6. SPX Ghana: Meeting with Mr. F. Kwayie, Technical Coordinator SPX Ghana.
7. SPX GOIC: Meeting with Mr. S. Vakundakar, Head of GCC Subcontracting and Partnership Exchange Program, Industrial Information Department.
8. SPX India: Meeting with Mr. A. Sardeshmuk, Director General, Mahratta Chamber of Commerce Industries and Agriculture and with Mr. Charles Wilhelm, Promotion Expert on Business Development and Linkages
9. SPX Lebanon: Meeting with Mr. A. Faycal, Institut de Recherche Industrielle (IRI).
10. SPX Morocco: Meeting with Mr. M El Hark, Managing Director SPX Morocco.
11. SPX Nigeria: Meeting with Mr. W. Fasanya, Director of Policy SMEDAN, Nigeria.
12. Qatar: Meeting with Mr. Georges Fouad Salem, Senior Associate, Business Support Services, Enterprise Qatar.
13. SPX Tunisia: Meeting with Mr. M. Khchoum, Chamber of Commerce and Industry Tunisia, International Promotion Division.
14. SPX Serbia: Meeting with Mr. I. Vijatov Cluster Manager, Automotive Component Serbia Cluster.
15. SPX South Africa: Meeting with Mr. H. Viljoen, Opportunity Development Expert; with Mr. F. Weber, Supplier Development Specialist and with Mr. N. Malinga, Representative from Fabor Mfutho Power and Rail Co. Ltd.
16. SPX Tanzania: Meeting with Mr. P. Emmanuel, SPX Officer.

17. SPX Turkey: Meeting with Mr. M. Ozcomert, Chief Officer, The Istanbul Chamber of Commerce.
18. SPX Uganda: Meeting with Mr. A. Ouma, SPX Executive Manager and Director of Small Business Department, Uganda Investment Authority.
19. SPX Uzbekistan: Meeting with Mr. A. Mursaliyev Director of International Industrial Fair and Cooperation Exchange Ministry for Foreign Economic Relations, Investments and Trade, Uzbekistan.
20. SPX Xi'an, China: Meeting with Mr. Jia Kai, Deputy Director and Ms. Sue Han International Business Assistant.

Annex IV: Press articles

The following press articles refer the award of the MIDEST Trophy to SPX Cameroon, ITPO France and UNIDO :

1. Le MOCI - Moniteur du Commerce Extérieur
<http://www.lemoci.com/011-66657-Trophees-Midest.html>

Usine Nouvelle le + important magazine français dédié à l'industrie
<http://www.usinenouvelle.com/article/salon-midest-neuf-sous-traitants-recompenses.N185527>
2. L'Union Européenne
:http://eeas.europa.eu/delegations/cameroon/press_corner/all_news/news/2012/20121130_fr.htm
3. Energie et matière première
http://www.mpe-media.com/index.php?option=com_content&view=article&:id=834:midest-2012-inauguration&catid=37:actus-en-libre-acces&Itemid=18
4. Le magazine de l'Industrie
<http://www.industrie-mag.com/article691.html>
5. En haute Savoie :
<http://www.haute-savoie-sous-traitance.com/sous-traitance/sous-traitance-infos/actualites.html?module=newsList.php&typeid=1&id=164&catid=1&nopages=1&typeid=1>
6. En Saône et Loire :
<http://www.bienpublic.com/cote-d-or/2012/11/07/le-midest-la-reference-des-sous-traitants>
<http://www.mecaindex.fr/annuaire/flux-rss-site-le-decolletage-fr-f-6-42.html>
7. Couverture presse/ partenaires MIDEST /
http://www.salonsnews.com/index.php?option=com_k2&view=item&id=219:midest-2012-au-c%C5%93ur-des-challenges-de-l%E2%80%99industrie&Itemid=89&lang=fr
8. http://partenaires-innovation.com/media/publimidest_009434100_1142_12072012.pdf
9. MIDEST bien sur :
http://www.midest.com/site/FR/Evenements/Trophees_Midest/Laureats_2011,15000.htm
10. AU CAMEROUN :
<http://www.journalducameroun.com/article.php?aid=12756>

Annex V: Photos











