Opening Statement
by
Kandeh K. Yumkella
Director General

at the
forty-first session of the
Industrial Development Board
Vienna, 24-27 June 2013
Mr. President,
Excellencies,
Distinguished Delegates,
Ladies and Gentlemen,

[INTRODUCTION]

SLIDE: GENERAL

It is my great pleasure to warmly welcome you to the forty-first session of the Industrial Development Board.

Let me start by expressing my gratitude to the outgoing Bureau, and in particular to His Excellency Mr. Balázs Csuday of Hungary who chaired the fortieth session of the Board. Ambassador Csuday, it was due to your commitment and leadership that the last session was conducted in such a constructive manner.

I also wish to congratulate our new President, His Excellency Ambassador Mr. Antonio García-Revilla of Peru, as well as the new Bureau, on their election. I am confident that under your able leadership, Mr. President, we can be assured of a successful conclusion to our present session.

Mr. President,
Distinguished Delegates,

As you are well aware, this is the last time that I address the Industrial Development Board as your Director General. This session of the Board is no ordinary one, as you will select my successor in the course of the coming days. In recommending a candidate to the special session of the General Conference, this meeting will prove decisive for the future of our Organization. I must say that I am heartened to see such strong interest in the position, with excellent and experienced candidates. I know that the decision you will take is not an easy one, and I wish you all the best in reaching it.

Given that this is my final opening statement at a session of the UNIDO policymaking organs, I hope you do not mind if I take some time for reflection. I wish to highlight a few of the main goals I believe we have reached in this Organization during my time at its helm, as well as describing what I see as a potential pathway to the future.

For that reason, I do not propose to go into great detail on the various agenda items before you. The Secretariat has submitted a comprehensive set of documents to facilitate your deliberations on these matters, and my staff stands ready to provide additional information and introductions during the course of this session of the Board.

[AGENDA ITEMS]
Having said that, there are some items on the agenda that I believe it opportune to mention at this stage.

The medium-term programme framework will be considered by the Board under agenda item 6. It is my proposal and the recommendation of the Programme and Budget Committee to extend the current MTPF until the expiry of the forthcoming budget biennium (2014-2015). This will give the next administration the latitude to adapt the programmes and strategies of UNIDO to new challenges and opportunities. It will also allow for the alignment of UNIDO’s activities with the provisions of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). The outcome of the deliberations of the informal working group on the future, including programmes and resources, of UNIDO can also be used to inform the Organization’s programmatic frameworks.

With regard to the informal working group, I would again like to express my appreciation to the two co-chairs, Her Excellency Ambassador Dengo of Costa Rica and Mr. Groff of Switzerland, for bringing this process to a successful conclusion. I also thank Member States for their active involvement and the hard and painstaking work undertaken as part of this group.

The outcome of this process, entitled Strategic Guidance Document, will be discussed under agenda item 7. I believe that this valuable document, which is based on evaluation documents, numerous presentations by the Secretariat and experts, individual proposals by Member States, as well as the consideration of strengths, weaknesses, opportunities and threats, will serve as a very important strategic input to the next Director General.

The report of the 29th session of the Programme and Budget Committee is in front of the Board for discussion under item 4. This item includes inter alia the report of the External Auditor for 2012. I wish to thank the various audit teams both in Vienna and in field locations for their work. The External Auditor’s report, issuing an unqualified opinion on UNIDO’s accounts, is reassuring for all stakeholders and has already elicited positive responses by several Member States at the PBC. In this connection, Member States are also invited to consider candidates for the appointment of an External Auditor for the period 1 July 2014 to 30 May 2016.

At the PBC last month, we outlined our revised proposals for the coming biennium. The revised proposals are the result of a series of internal and external consultations, discussions within the bureaux of the IDB and PBC, and informal consultations for all Member States held in advance of the PBC. As this proposal was discussed both in pre-session informal consultations and during the last session of the PBC, I will simply reiterate the two key principles we employed in seeking the necessary reductions: namely, minimization of the impact on our programmes together with the preservation of our capacity to deliver technical cooperation services, and the maximization of efficiency gains wherever possible.
In this context, allow me to assure you once again that my senior management and I fully understand that neither international organizations nor their Member States are immune from the current global economic crises, and that we are conscious of the difficult situation faced by many Member States with regard to the provision of public funds for development cooperation. I would therefore like to express my most sincere appreciation to Member States for the spirit of consensus that prevailed during the consultations of the PBC, and for their readiness to support the Organization. Based on the recommendations of the Programme and Budget Committee, I believe there is now a consensus on the Programme and Budgets proposals for 2014-2015, and I am confident that we can reach an agreement during this meeting of the Board.

Finally, **Item 13** of the agenda concerns the preparations for the fifteenth session of the General Conference. As you are aware, this will be the first General Conference to take place outside Vienna since 1993. I wish to again express my appreciation to the Government of Peru for offering to host the session. Some of you will recall that the second UNIDO General Conference took place in Lima in 1975 and adopted the Lima Declaration and Plan of Action on Industrial Development and Cooperation. The Government of Peru has expressed the wish that Member States may consider adopting a second Lima Declaration and Plan of Action. I believe that this would provide a suitable opportunity for Member States to renew their commitment to sustainable industrial development.

Mr. President,
Distinguished Delegates,
Ladies and Gentlemen,

[REFLECTION]

**SLIDE: ACHIEVEMENTS BROCHURE**

It is almost exactly eight years since the Board elected me Director General. I came in with high ambitions for UNIDO and immediately moved ahead to reach them. I wish to take the opportunity now to mention what I feel are among the greatest achievements of the Organization over the last eight years – I believe these are (1) growth and partnerships; (2) the positioning of UNIDO; and (3) improving UNIDO’s administrative services. There are many more I could mention – but don’t take my word for it, look at this publication prepared by my staff. It sets out in great detail the many targets we have met in the last number of years.

**SLIDE: CONTEXT**

In order to better explain these achievements, however, it is necessary to set out the difficult context in which my management, staff and I had to operate during my tenure as Director General.

[CONTEXT]
Even from the start, I could see risks in the external environment. Moves toward UN reform were already underway, culminating in the report of the Secretary-General’s High-level Panel in 2006 and the process that eventually became Delivering as One. UN coherence is a topic that my team and I immediately prioritized – for one thing, because we recognized that greater cooperation between agencies in the UN system is sensible and desirable. But we also saw other motives behind some of the calls for coherence. I may not have been able to openly state this before now, but quite frankly some of the voices behind UN reform in 2006 were calling for UNIDO and other agencies to be shut down. From my perspective it was and is unacceptable to seek to use mechanisms to improve delivery of development services as a means for redesigning the multilateral system through the ‘back door’. It is equally unacceptable to attempt to effect such a fundamental change through budgetary means.

Our response was to ensure that UNIDO had a seat at the table at all times. We participated actively in the Secretary-General’s Chief Executives Board and other inter-agency committees as never before. I personally took on the leadership of UN-Energy for this same reason. Now we are at the point where the Secretary-General routinely asks the Director General of UNIDO to deputize for him in coordination meetings. At the last meeting of the Chief Executives Board, the post-2015 development framework was the main agenda item and it was I who was asked to chair the session.

We managed to keep UN coherence on a proper and appropriate track. But as soon as this first existential threat began to dissipate, the economic and financial crisis came in 2008 and turned the whole paradigm of international development on its head. Taken together, these twin issues provided the very difficult context for my entire tenure as Director General.

For that reason, the first key achievement that I wish to highlight is the level of growth experienced in UNIDO’s programmes. Technical cooperation delivery has doubled between 2005 and 2012. At the end of last year, the total value of our ongoing technical cooperation programmes and projects was US$884.7 million – compared with US$441.3 million in December 2005.
This level of growth was made possible through a thoroughly planned and well-implemented strategy. We worked to build partnerships with countries and major funding institutions, diversifying our funding base.

**SLIDE: GEF**

Our connection to the Global Environment Facility (GEF) is one of the partnerships I am most proud of. Back in June 2006, this Board asked me to seek direct access to the GEF. Taking co-financing into account, UNIDO stands to implement programmes with a combined value of over US$1 billion in the GEF-5 cycle. By contrast, the total direct funding mobilized from GEF in the GEF-3 replenishment cycle from July 2002 to June 2006 amounted to US$ 28 million.

**SLIDE: MONTREAL PROTOCOL**

UNIDO’s role as an implementing agency of the Multilateral Fund for the Montreal Protocol was also greatly strengthened over the last number of years. Our share of implementation increased from about 7 per cent at the time the Montreal Protocol began its activities in 1994 to about 32 per cent in 2005 and over 43 per cent in 2012. During my tenure as Director General, the cumulative net resources mobilized for implementation of Montreal Protocol projects was $266 million. Moreover, UNIDO was rated as best implementing agency in nine out of the last eleven years. This includes 2012, when the Organization achieved an unprecedented eight out of eight targets and scored 100 out of 100 points in its assessment.

**SLIDE: STRENGTHENED RELATIONS**

Another distinct achievement has been our blossoming relationship with the European Union. After I took office, we immediately opened an office in Brussels and we started knocking on doors straight away. Our portfolio with the EU has grown from $15 million to $100 million, and that figure could double over the next eight years. We have also been reaching out to middle-income countries – the BRICS in particular – and to the African Union and its institutions. The promotion of South-South industrial cooperation has also been emphasized.

**SLIDE: FUNDING AND TC DELIVERY**

Because of this new emphasis on wider partnerships, UNIDO achieved a substantial increase in resource mobilization and technical cooperation delivery over the last number of years.

As UNIDO and other agencies continue to face challenges in financing programmes through traditional methods, more and more new and innovative partnerships for funding will have to be sought out in the years to come.

[POSITIONING OF UNIDO]
Mr. President,
Distinguished Delegates,
Ladies and Gentlemen,

SLIDE: HOLISTIC PROGRAMMATIC APPROACH

I have full faith in the future of UNIDO and I believe that under my tenure as Director General the Organization has become more relevant than ever before. It provides solutions to many of the challenges our world faces today: poverty, jobs, wealth creation, climate change. If UNIDO continues to act on what it was designed for — inclusive, equitable and sustainable industrial development — it will remain relevant. No other international institution is better placed and better equipped to do so.

This positioning of UNIDO did not arise from nowhere. My team and I worked hard to redefine industrial development for a new era and to place UNIDO as the key player in that space. We have had to fight for our relevance. We did that by demonstrating through our programmes, studies and convening activities that you cannot have decent jobs without investment in the manufacturing sector, that you cannot solve climate change problems without dealing with emissions from industry, that you cannot have good urban living environments if industrial pollution continues.

Time and time again I have heard from some quarters that UNIDO should concentrate only on technical cooperation, and should neglect research, policy advisory services, and its convening and normative functions, which have commonly come to be called its “global forum” activities. I completely repudiate this. When I look back over the last eight years, it is clear to me that when UNIDO pushes hard at research and global forum activities in a specific field, this has obvious knock-on effects in technical cooperation funding. This is precisely what happened in our trade capacity building programme, in our energy programme, in our environment programme, and in many other of our programmes, including entrepreneurship development, agribusiness and pharmaceuticals. Such activities also refresh and renew what we can deliver on the ground.

I also emphasized linkages to business as key to our positioning in future. Our cooperation with the METRO group on international quality standards reaped rewards immediately from its inception in 2009, and is being scaled up and replicated with other major international retail corporations, including Aeon of Japan. Partnerships with Microsoft and Hewlett Packard have enriched our entrepreneurship initiatives in many countries. Working together with Scania and the Government of Sweden, UNIDO has achieved notable success in building skills and reviving economic prospects following civil conflict in Iraq.

Before my time, we were sceptical about partnering with major multilaterals. Now we have institutionalized this form of partnership and are increasingly looking at multi-stakeholder constituencies and South-South cooperation models. I believe that history will show we have been at the forefront of diversifying our partnerships and expanding our networks.
UNIDO should never stop thinking big in terms of positioning itself. I am sure that the incoming Director General will share this conviction with me. Recent events organized or co-hosted by UNIDO, such as the Vienna Energy Forum and the High-level Conference of Middle-income countries, held in Costa Rica two weeks ago, have further highlighted the importance of industrial advancement in the framework of sustainable development and the crucial role of UNIDO.

The next big challenge in this regard will be integrating industrial development into the post-2015 development agenda. My team and I have been striving to make sure that this time we get a fair hearing. So far, we see emerging a new development framework based on the three dimensions of sustainable development: economic, social, and environmental. The Secretary-General’s High-level Panel on the post-2015 Development Agenda reported recently and has already elaborated a set of “indicative goals”. One of them, I am pleased to say, concerns inclusive growth and contains recommendations for targets and indicators on the share of manufacturing in GDP and on greater value added in production. There are also proposed goals on access to sustainable energy and on environmental issues, which contain areas of clear relevance to UNIDO.

There is still some way to go before the new goals are finalized. An Open Working Group of Member States, mandated by Rio+20, is set to produce a report on Sustainable Development Goals by spring of 2014. We expect the General Assembly to ultimately decide on the goals by 2015. With the groundwork my team and I have carried out, I believe there are excellent prospects for UNIDO’s mandate to be reinforced by the new goals.

Any agenda centred on sustainable development simply has to have industry as a core part of its strategy. We see this emerging in many different fora. The 2013 Economic Report on Africa, prepared by the United Nations Economic Commission for Africa and the African Union stresses industrialization as the key strategy for Africa to achieve the growth, jobs creation and economic transformation which are needed to eradicate poverty and meet associated development goals in the long-run.

Similarly, the declaration adopted by the High-level Conference of Middle Income Countries a fortnight ago in San José, Costa Rica, recognized that a robust industrial transformation of the economies of middle-income countries is one of the important tools in the achievement of internationally-agreed development goals, particularly poverty eradication. In this context, it requested UNIDO to increase its efforts in supporting middle-income countries in adopting sustainable industrial development practices.

To those who claim that industrial development can somehow be divorced from sustainable development and the environment, I say: how is this possible? Modern industry has to be cognizant of environmental impact, and indeed some of the most
promising opportunities are in new, “green” industries. This is why my team and I have pushed the Green Industry Platform to the fore.

Many others recognize this reality. As EU Environment Commissioner Potočnik said recently “resource efficiency is more than a ‘green' agenda; it's an agenda for a new industrial policy, and a modern economic world”.

SLIDE: IDB.31/DEC.2 (VISIBILITY OF UNIDO)

A final aspect of positioning that I wish to mention is advocacy. Six months after my appointment, the Board adopted this decision, calling on UNIDO to do more to enhance its visibility. Well, I did so. Our advocacy and outreach has been very successful, carrying the UNIDO message through campaigns in the televisual, print and Internet media. I am pleased to have laid the basis for even stronger advocacy to come.

SLIDE: PCOR ACHIEVEMENTS

[ADMINISTRATIVE SERVICES]

The last of the three main achievements I wish to recall is the fundamental reform of our administrative services that I undertook with my management team. This was quite a big risk for me to take. UNIDO had seen no real changes in its administrative tools in over twenty years. Many people advised me to leave things as they were, saying that business process re-engineering is a thankless task. But I am sure that it was a risk worth taking. We therefore introduced a comprehensive Programme for Change and Organizational Renewal (PCOR) early in 2010, covering all elements of UNIDO management and including the establishment of an integrated enterprise resource planning (ERP) system. The work carried out under PCOR will contribute to further increasing UNIDO’s efficiency and effectiveness and the institutionalization of results-based management and risk management. It will also facilitate results reporting and serve to increase transparency by enabling increased access to comprehensive information on the Organization’s activities.

SLIDE: WAY FORWARD AND PCOR REVIEWS

Most of the PCOR objectives have already been met, with the remainder due to be achieved by the end of this year. I am therefore pleased to note that I am leaving UNIDO with more modern administrative structures and a new ERP system in place that will benefit the Organization in the future as it is called upon to provide its services more efficiently and effectively. It is a matter of particularly great satisfaction for me that this complex and challenging task has been achieved on time and within a very limited budgetary envelope – a point that was highlighted in the report issued last year by the Joint Inspection Unit of its Review of ERP Systems in the United Nations organizations.

SLIDE: GENERAL
One aspect of our Programme for Change and Organizational Renewal that I think will make a real difference is its emphasis on strengthening the commitment and capacity of UNIDO staff. These are some of the main points achieved:

- We completely redesigned the selection process for Professional staff, increasing transparency and fairness;
- A focal point for ethics and accountability was established;
- Action was taken to rejuvenate staff, with just under 80 per cent replenishment of Professional staff since 2005 and the introduction of a Young Professionals Programme;
- A policy on gender equality was adopted in 2009.
- The adoption of the Field Mobility Policy increased UNIDO’s presence in the field and decreased field vacancy ratios;
- The 360-degree appraisal process now gives a holistic overview of staff performance, with clear feedback on personal strengths and development needs;
- Training has been intensified, concentrating on new skills and methods, including results-based management and communication skills;
- An enhanced communications and consultations framework with staff has been institutionalized through regular meetings and improved information flows;
- A revised Human Resource Management Framework in 2010 strengthened succession planning and knowledge management.

Mr. President,
Excellencies,
Distinguished Delegates,
Ladies and Gentlemen,

Now that I have outlined some of the main achievements of my team and I achieved during my time at the helm, it is almost time to take my leave of you. It has been an honour to serve you over these past eight years. I remain in office after your decision on my successor, up until the special session of the General Conference on Friday.

Someone recently asked me, if I had more time at UNIDO, what would my priority now be? I must say, the answer to that is to further inspire and invest in my staff. During my tenure, nothing we achieved – from repositioning UNIDO and industrial development to expanding partnerships – could have been achieved without an inspired staff. So the one piece of advice I have for my successors is to take care of the people that make up the Organization. I wish to take this opportunity to acknowledge with gratitude all the staff I was privileged to lead as Director General.

As Member States, you will have your own priorities for the Organization. I mentioned at the outset that the General Conference in December will be held in Lima, and that there is an exciting proposal to agree a new Lima Declaration. I sincerely hope that Member States will use this chance. It is a once in a generation opportunity to redefine and reinforce UNIDO’s mandate for a new era, so that no one can call into question its
relevance in the changed global landscape. Taken together with the integration of industry into the post-2015 development agenda and increased multi-stakeholder partnerships, this will serve to secure UNIDO’s future.

I have done my bit to establish this pathway ahead. It will be for my successor and for Member States to decide which route to take. I have every confidence that you will successfully reach the destination.

Thank you.
The context

- Is UNIDO relevant?
- Global financial crisis from 2008
- Climate change, sustainability and sustainable development

The context (I)

- February 2006: Crisis of relevance
- SG’s High-level Panel on UN System-wide coherence
- Various proposals for restructuring the UN system

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Martin Khor, 28 March 2006, “Developed Countries Press for Big Changes in UN Structure”, South North Development Monitor
IDB.31/Dec.2 – Enhancing the visibility of UNIDO

- Requested the Director-General, within existing resources, to intensify his efforts to raise awareness of UNIDO activities through:
  1. Active engagement in and analytical contribution to the work of various intergovernmental bodies, particularly the United Nations General Assembly, ECOSOC and its subsidiary bodies, as well as inter-agency bodies.
  2. Promotion of partnerships and joint activities with development partners both within and outside the United Nations system.
  3. Provision of increased information and advocacy in major international events involving UNIDO and through Goodwill Ambassadors.
  4. Encouraged Member States to support the Secretary in improving the understanding of the work of UNIDO.

June 2000

IDB.31/Dec.3 – Role of UNIDO in the UN Reform

- United Nations Chief Executives Board for Coordination (CEB)
- United Nations Development Group (UNDG)

(g) Requested the Director-General to continue to participate actively in the framework of the United Nations Chief Executives Board for Coordination and the United Nations Development Group and to contribute, as appropriate, to the work of the Secretary-General’s High-level Panel on United Nations System-wide Coherence on the basis of UNIDO’s own reform experience and by emphasizing the importance of sustainable industrial development and UNIDO’s vital role in that field as the main player.

June 2006
The context (II)

- Since 2008: Economic and financial crises
- Challenge: how do you mobilize resources in a global economic meltdown?
- UNDP: in 2012, total contributions to regular resources fell by US$129 million to US$846 million, a drop of 13% from the previous year and the lowest level since 2004.

Financial results during the global crisis

- Funds for future implementation amount to more than US$ 400 million – compared to about US$ 200 million in 2005.
IDB.31/Dec.4 – Global Environment Facility

- Mobilization of financing from the Global Environmental Facility (GEF)
- UNIDO is currently implementing around 50 projects with a grant value of US$ 190 mn for GEF-4 – against US$ 28 mn in GEF-3
- For GEF-5 (July 2010-June 2014), UNIDO has already gained approvals and clearances of more than US$ 210 mn – expected to rise to US$ 270 mn by June 2014.

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<th>UNIDO grant value</th>
<th>Leverage of co-financing</th>
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<td>GEF-4</td>
<td>US$ 190 million</td>
<td>over US$ 570 million</td>
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<td>GEF-5</td>
<td>US$ 210 million</td>
<td>over US$ 1 billion</td>
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Montreal Protocol

- Cumulative net approvals:
  - Until 2005: US$ 395 million
  - Today: more than US$ 661 million
  - Difference: about US$ 266 million
  - UNIDO’s share of the Multilateral Fund increased from about 7% at the time when the Montreal Protocol began its activities in 1994, to about 32% in 2005, and 43.1% in 2012.

- Performance:
  - rated as best implementing agency in nine out of the past eleven years, including 2012
  - In 2012, achieved unprecedented 8 out of 8 targets and 100 out of 100 points
Holistic programmatic approach

- Solid analysis and policy advice
- “Global Forum” activities (i.e. convening, normative and analytical role)
- Trade capacity-building
- Green Industry Initiative and Platform
- Energy
- Partnerships with the private sector

Strengthened relations

- European Union institutions (opening of the UNIDO Brussels office in 2006)
- MICs
- BRICS
- African Union, its institutions and programmes
- South-South industrial cooperation
The context (III) – Sustainable Development

- Climate change and environmental sustainability
- Post-2015 development agenda and the SDGs (sustainable development in its three dimensions: economic, social and environmental)
- Wealth creation, economic transformation, jobs, energy and environment goals
### PCOR Achievements

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<td>• Business Process Reengineering (BPR)</td>
<td>• Employee Self-Service</td>
<td>• Finance</td>
<td>• Elaboration of KMC requirements for</td>
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<td>• PPM &amp; PS (Project Systems) covering entire</td>
<td>• Managers Self-Service</td>
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<td>Technical Cooperation activities</td>
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<td>Project Cycle – Identify, Design, Implement &amp;</td>
<td>• e-Recruitment</td>
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<td>• Collaboration Rooms (eBooms)</td>
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<td>Assess</td>
<td>• Performance Management, including 360° Payroll</td>
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<td>• Documents management</td>
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<td>• Recruitment and management of consultants/experts</td>
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<td>• Travel Management, etc.</td>
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#### Culture Change
- Analysis of cultural changes triggered by the system; Setting up framework for Culture Change; Definition of desired culture; Better cross-organizational collaboration, teamwork (knowledge sharing, 360° performance appraisal system; Model teamwork practices defined/communicated & merit awards for teams, etc.

#### Dashboard Monitoring & Reporting Tools
- Technical cooperation activities
- Human Capital Management covering both staff and consultants/experts
- Various finance-related reports

#### Risk Management
- Fully incorporated into the TC cycle

### Way Forward and PCOR reviews

**In place by December 2013**
- **Risk Management**: Institutionalized, covering all operations of the Organization, including dashboards
- **Knowledge Management and Collaboration**: Fully implemented and integrated into all operations
- **Cross-Application Time Sheets (CATS)**
- **Additional Dashboard Monitoring and Reporting Tools**: for TC activities, HCM, Finance, Procurement, etc.

**Reviews of PCOR, including ERP Implementation**
- **External Auditor**: Extensive audits since PCOR’s inception, including the utilization of resources — Found the Programme to be on track and within approved budget
- **Internal Oversight Services**: Regularly reviewing the relevant ERP processes during its assurance work
- **Independent Assessments by SAP Germany on the ERP implementation**: Found the ERP project at UNIDO to be on track
- **Joint Inspection Unit**: While noting that most UN organizations’ ERP systems were implemented over budget and over schedule, made positive references to UNIDO on its holistic approach, business process reengineering, training, and dashboard monitoring and reporting tools
Same challenges continue into the future

- Is UNIDO relevant?
- Global financial crisis
- Climate change, sustainability and sustainable development