



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for  
Country Partnership

# UNIDO'S INDUSTRIAL DEVELOPMENT PARTNERSHIPS WITH THE BUSINESS SECTOR



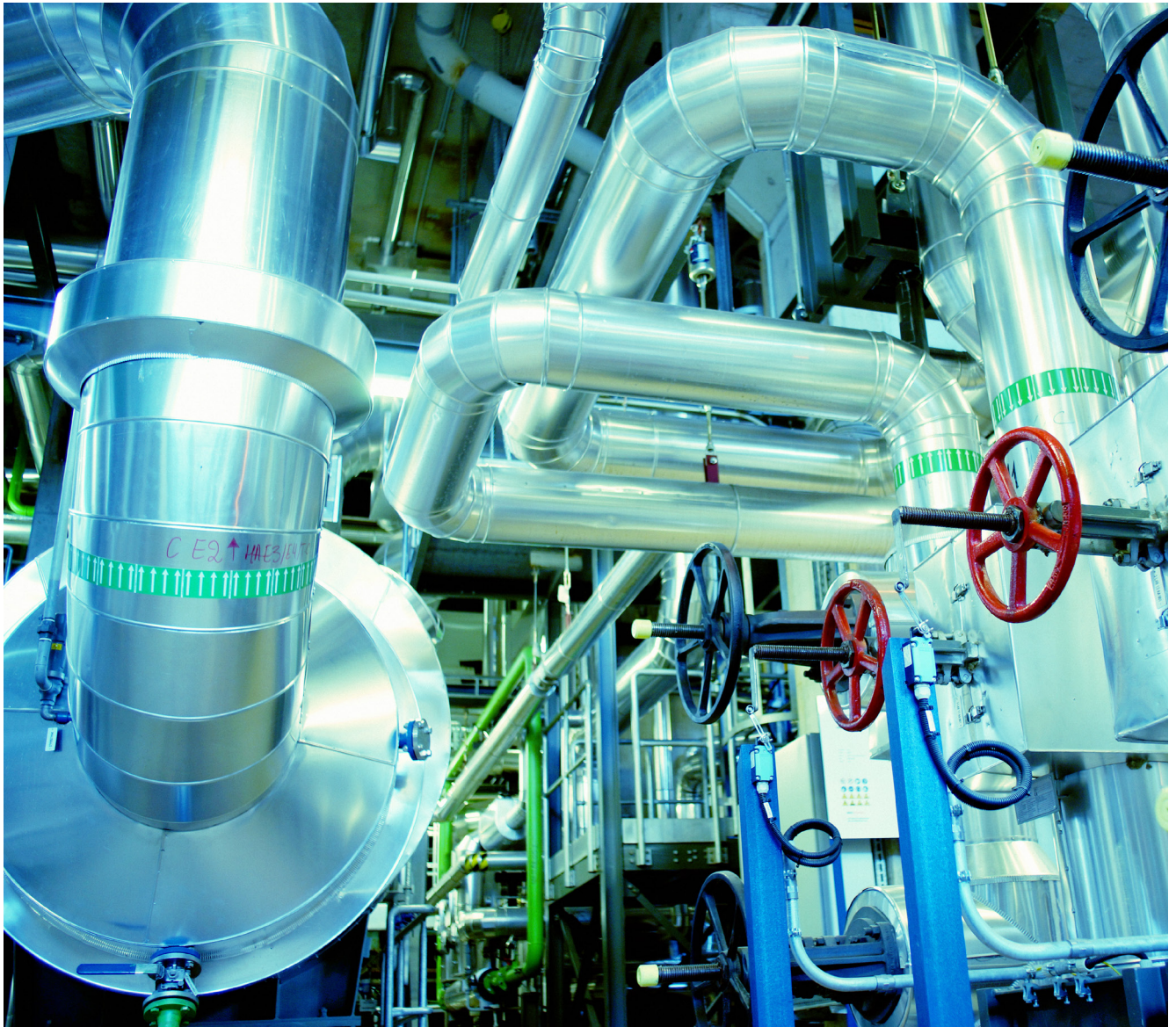
INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT



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## FOREWORD BY THE DIRECTOR GENERAL



The United Nations Industrial Development Organization (UNIDO) gives utmost importance to partnerships with diverse development partners, including governments, other United Nations agencies, global environmental financing mechanisms, financial institutions and the business sector.

UNIDO has built solid partnerships with the business sector including with multinational companies, small and medium-sized enterprises, industry associations and chambers of commerce. These partnerships have been formed based on our comparative advantage, and a clear recognition of the roles and capacities of our partners, as we work together to make inclusive and sustainable industrial development a reality.

In so doing, these partnerships, aligned to the 2030 Agenda for Sustainable Development, are supporting our member countries as we work across our three thematic areas of creating shared prosperity, advancing economic competitiveness and safeguarding the environment. Our work directly contributes to the 2030 Agenda and its Sustainable Development Goals, particularly Goal 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”.

This brochure provides an overview of UNIDO’s partnerships with business sector entities, which we currently undertake through our Programme for Country Partnership, our multi-stakeholder platforms and our project-based collaboration. Moving forward, we will continue to strengthen and scale-up cooperation with our development partners, so that we can, together, achieve an inclusive and sustainable future for all.

Li Yong  
Director General

## TODAY'S INDUSTRIAL CHALLENGES AND OPPORTUNITIES CALL FOR PARTNERSHIPS WITH THE BUSINESS SECTOR

Current trends of rapid digitization and related technological developments in industry are changing ways of doing business. While the fourth industrial revolution might pave the way for increased efficiency and growth, its impact on the employment landscape and future qualification requirements is difficult to anticipate. As entire industries adjust, some jobs are threatened by redundancy while others grow rapidly. Furthermore, current consumption patterns are putting increasing pressure on natural resources and leading to a situation where planetary boundaries are under threat. It is therefore increasingly critical for businesses, governments and individuals to fully seize the opportunities presented by these trends and to mitigate undesirable outcomes.

Today's global industry trends require new and innovative forms of development cooperation. In recent years, foreign direct investment inflows have been greater than official development assistance resources. Private investment and business sector involvement in accelerating development

are crucial as highlighted by Sustainable Development Goal (SDG) 17, which calls for multi-stakeholder partnerships to solve today's development challenges. In this context, we are also witnessing the blurring of boundaries between the public (government), private (business) and development (non-profit) sectors as many pioneering "for-benefit" organizations are blending social and environmental aims with business objectives.

UNIDO is distinctly poised within the United Nations institutional architecture as the only international organization mandated to pursue industrial development. It seeks to implement this mandate with the new ambition and purpose that its Member States and the global community have set forth with the 2030 Agenda for Sustainable Development. Partnerships among relevant diverse actors, such as the business sector, are essential to achieving inclusive and sustainable industrial development (ISID) that is measurable, has large-scale impact and contributes to the attainment of the 2030 Agenda.



## HOW DOES UNIDO PARTNER WITH THE BUSINESS SECTOR?

Just as the 2030 Agenda recognizes the role of the business sector in development, UNIDO embraces the unique contribution it makes to the relevance and impact of its technical assistance services. As a central driver of economic growth and job creation in many developing countries, the business sector is a key partner for UNIDO. Private companies channel not only foreign direct investment to the host country, but also specialized knowledge, expertise and technology. By partnering with the business sector, UNIDO ensures that the industry voice is funneled into UNIDO's technical assistance and normative interventions.

UNIDO has different ways of partnering with the business sector. The closest to the emerging model where boundaries between public, private and social sectors merge is the Programme for Country Partnership (PCP). The PCP is an innovative model that brings together relevant development partners, including financial institutions and the business sector, under the leadership of the host government to accelerate the achievement of inclusive and sustainable industrial development. The PCP was first introduced in Ethiopia, Senegal and Peru, and subsequently rolled-out to Cambodia, Kyrgyzstan and Morocco. Going forward, the PCP will expand to additional countries.

Multi-stakeholder platforms offer another modality of engagement with the business sector. They are a place to discuss, share information and come up with new solutions on a particular theme or issue. Examples of UNIDO's multi-stakeholder platforms include the global network of Resource Efficient and Cleaner Production Centres, Chemical Leasing and the Learning and Knowledge Development Facility.

Another way through which UNIDO engages in partnerships with the business sector is project-based collaboration, which has a specific duration, geographical location, funding, and clear outcomes and outputs of mutual interest to different partners.

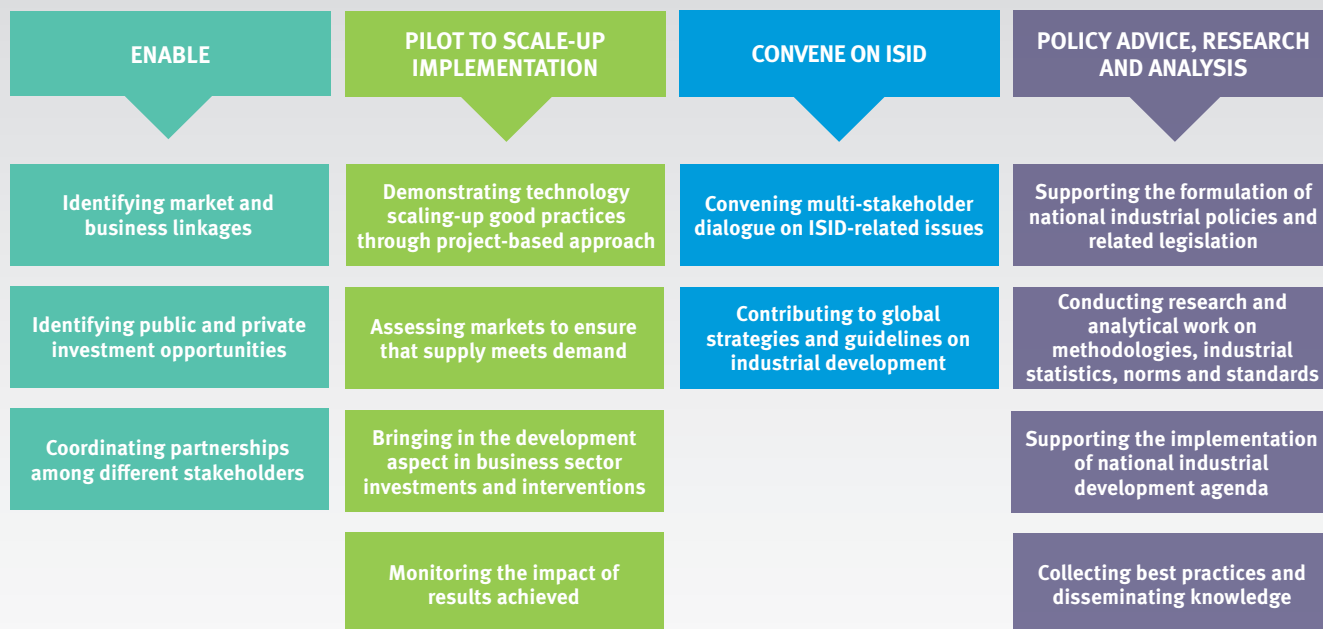
Are there other innovative ways to partner? With new challenges and opportunities, new ideas and approaches emerge. UNIDO welcomes ideas from existing and potential partners on new ways of partnering to advance inclusive and sustainable industrial development.

## BENEFITS OF PARTNERING

- First, UNIDO facilitates technology transfer and capacity-building between the business sector and UNIDO's Member States.
- Second, working in a partnership requires accountability, which is best done by measuring the performance of the partnership. The most successful cases can be scaled-up or replicated.
- Third, especially through UNIDO's PCP approach, UNIDO facilitates industrial investment opportunities which benefit all partners and support the transformation of local labour markets.
- Fourth, UNIDO can be seen as a neutral broker, promoting dialogue and collaboration between partners including business associations, chambers of commerce and industry associations.



## UNIDO's ISID INTERVENTIONS IN PARTNERSHIPS WITH THE BUSINESS SECTOR



# EXAMPLES OF UNIDO'S PARTNERSHIPS WITH THE BUSINESS SECTOR

● PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)

● ONGOING PARTNERSHIPS

## GLOBAL

3ADI  
Agribusiness  
AEON  
SME development  
Argor Heraeus S.A.  
Artisanal gold mining  
Bank of China  
South-South cooperation  
Chemical Leasing  
Environment  
CRT Foundation  
Entrepreneurship  
Dell International LLC  
E-waste management  
DNV GL - Business Assurance  
Water management  
Enel SpA  
Renewable energy  
Energy Academy Europe  
Sustainable energy  
Festo Didactic  
Industrial skills  
Global Food Safety Initiative  
Food safety

Heineken International BV  
Water, renewable energy, agro-value chain  
Intel Corporation Limited – Dubai Branch  
Food safety  
Ipack IMA  
Agribusiness  
Learning and Knowledge Development Facility  
Industrial skills  
Matrunita Mediterranea Srl  
Agribusiness  
METRO Group  
Agribusiness  
Microsoft  
E-waste management  
Nomura Kohsan Co. Ltd  
Mercury waste management  
Philips Lighting  
LED lighting  
Unione Parmense degli Industriali  
SME development  
Volvo, AB  
Industrial skills

PCP PERU



**RUSSIAN FEDERATION**  
Russian Railways  
Waste management

**GERMANY**  
Deutsche Messe AG  
Investment promotion

**PCP KYRGYZSTAN**

**BULGARIA**  
BICA  
Industrial knowledge  
and expertise

**CHINA**  
CIDA  
Industrial upgrading

**TUNISIA**  
HP Inc & HP Foundation  
Entrepreneurship  
OMV  
Industrial skills

**INDIA**  
Numaligarh Refinery Limited  
Bamboo value chain

**PCP CAMBODIA**

**PCP SENEGAL**

**TURKEY**  
ICOC  
Investment promotion

**PCP MOROCCO**

**ISRAEL**  
Agrana  
Agribusiness

**MOROCCO**  
SMT Group  
Industrial skills

**PCP ETHIOPIA**  
illycaffè & Fondazione Ernesto Illy  
Agro-value chain

**NIGERIA**  
PIND Foundation  
Agribusiness

**SUDAN**  
Bank of Khartoum  
Enterprise development  
and investment promotion

**EGYPT**  
Filmar S.P.A.  
Agro-value chain

**ANGOLA**  
Chevron  
Entrepreneurship

**ZAMBIA**  
ACREOS SAS  
Industrial skills

## CASE STUDY



## MINING GOLD WITHOUT MERCURY

### At a glance

**Geographic scope:** Africa, Asia, Latin America

**Focus area:** Artisanal and small-scale gold mining

**Business sector partner:** Argor-Heraeus SA

**Duration:** 2016 - ongoing

### Context

The artisanal and small-scale gold mining (ASGM) sector accounts for around 15 per cent of global gold production and employs an estimated 10 to 15 million people. However, it is also the largest source of global anthropogenic mercury pollution. In many developing countries, artisanal and

small-scale gold miners use mercury to separate gold from other materials since it is relatively inexpensive and readily available. However, mercury emissions are highly toxic to humans and animals, evaporate easily into the air and, once released, bioaccumulate in the environment.

### Strategy

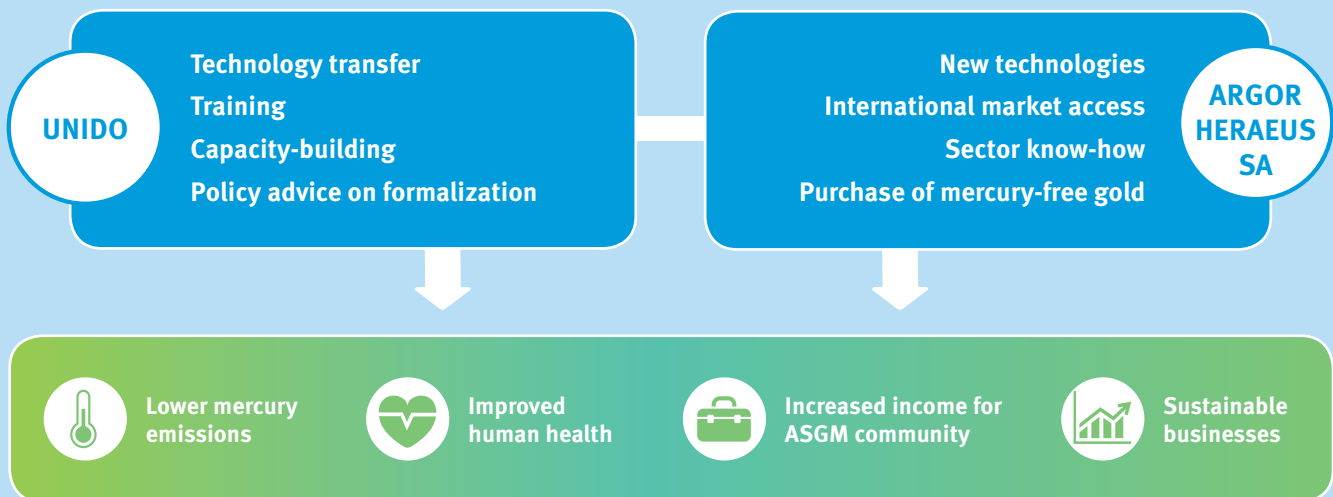
UNIDO partnered with Argor-Heraeus SA, one of the world's largest refiners of precious metals, to help gold miners in developing countries adopt mercury-free technologies and, at the same time, gain access to international markets.

As part of the partnership, UNIDO will raise awareness on the dangers of mercury exposure and strengthen national capacity to limit mercury emissions from ASGM activities. New technologies will be introduced and miners will be trained on alternative extraction methods. UNIDO and Argor-Heraeus will also help ASGM communities to formalize their operations in order to increase their income and improve their health and social security. In addition, Argor-Heraeus has committed to buying gold from mercury-free ASGM communities at market prices.

Through the support of the Global Environment Facility, the partnership has kicked off with projects in Mongolia, the Philippines and Burkina Faso.

## Impact

By promoting mercury-free technologies that safeguard health, the environment and prove to be commercially viable, the UNIDO-Argor-Heraeus partnership aims to demonstrate a sustainable business model for the ASGM sector. This sustainable business model will lead to increased national revenue, allowing additional and continuous public investments to improve social and environmental conditions in the mining communities, as well as more secure and higher income for miners and their families.



## CASE STUDY



## THE CHEMICAL LEASING BUSINESS MODEL

### At a glance

**Geographic scope:** Global

**Focus area:** Chemical management

**Business sector partners:** Chemical suppliers and chemical users, including multinational enterprises, national companies and small and medium-sized enterprises

**Other partners:** UNIDO/UNEP global network of National Cleaner Production Centres in +14 countries

**Duration:** 2004 - ongoing

### Context

Chemicals are an integral part of modern life and are used in a wide variety of products. While economically beneficial, they can also adversely affect human health and the environment during their manufacture, use and disposal. Industry is one of the main contributors to hazardous waste and as more areas

of the world industrialize, the amount of chemicals used has risen heavily as well.

Traditionally, chemical suppliers focus on selling their products in the largest possible quantities (“the more you sell, the more you earn”). However, this often leads to the inefficient use and unnecessary over-consumption of chemicals, and the generation of hazardous waste.

### Strategy

Since 2004, UNIDO has been promoting a performance-based business model in developing and transition economies, with the direct financial support of the Governments of Austria, Germany and Switzerland. This new model – Chemical Leasing – is based on the idea that economic success no longer depends on the volume of chemicals sold, but on the service linked with the chemicals. Therefore, the supplier’s economic



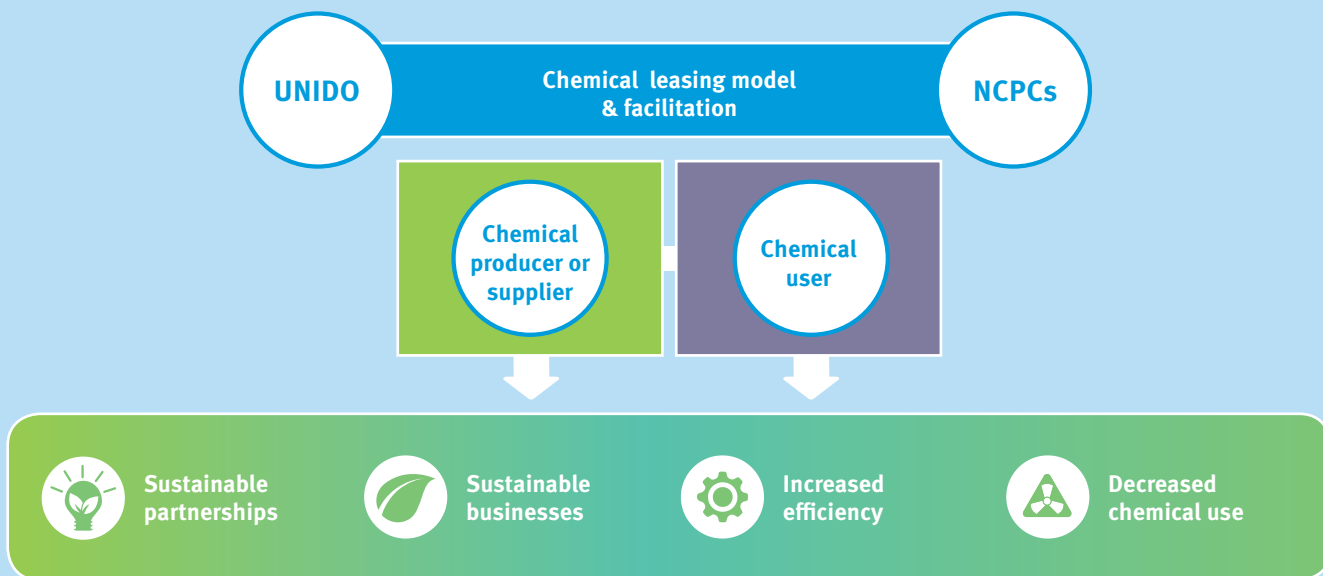
success relies on the function and benefits of the chemical and not on the amount of chemicals sold. Services (“units of payment”) can be the volume of water treated, the number of parts painted or the length of pipes cleaned, for example.

### Impact

Chemical Leasing supports companies in reducing the inefficient and excessive use of chemicals, while developing business partnerships based on mutual trust, and enhanced economic and environmental performance. An online Chemical Leasing Toolkit developed by UNIDO hosts practical guides and materials, examples of best practices, case studies and lessons learned from the Global Chemical Leasing Programme.

Chemical Leasing is being implemented in many industries and processes, from car manufacturing to cleaning operations, to beverage and food production or wastewater treatment. Since the Programme’s inception, companies have successfully launched Chemical Leasing models in close cooperation with National Cleaner Production Centres in Latin and South America, Africa, East Europe and Asia.

Today, more than 100 companies worldwide have included Chemical Leasing in their business strategies, with new projects promoting innovative business models in the pipeline. UNIDO and partners also hold regular Global Chemical Leasing Award to acknowledge best practices in the field.



## CASE STUDY



## BOOSTING ETHIOPIA'S COFFEE INDUSTRY

### At a glance

**Geographic scope:** Ethiopia

**Focus area:** Coffee value chain development

**Business sector partners:** illycaffè and the Fondazione Ernesto Illy

**Other partners:** Italian Agency for Development Cooperation

**Duration:** 2015 - ongoing

### Context

Coffee is the most popular beverage in the world and the second most traded commodity. Known as the birthplace of coffee, Ethiopia is where the finest coffee, *Arabica*, originates. Coffee not only holds traditional value but, as the top export crop and a major source of employment, it is also very important for the economic development of the country.

Although Ethiopia is Africa's largest coffee producer, it has yet to reach its full potential. With new technology and modern agricultural practices, Ethiopia could not only increase its levels of coffee production, but also capitalize on the growing specialty coffee market. Currently, only 10 per cent of exported coffee is of premium quality and domestic roasting capacity remains underdeveloped.

### Strategy

UNIDO, illycaffè and the Fondazione Ernesto Illy joined hands in an effort to boost the Ethiopian coffee industry. The partnership is brought to life through a technical assistance (TA) project that addresses challenges along the coffee value chain — from production and processing, to domestic trading and exporting.

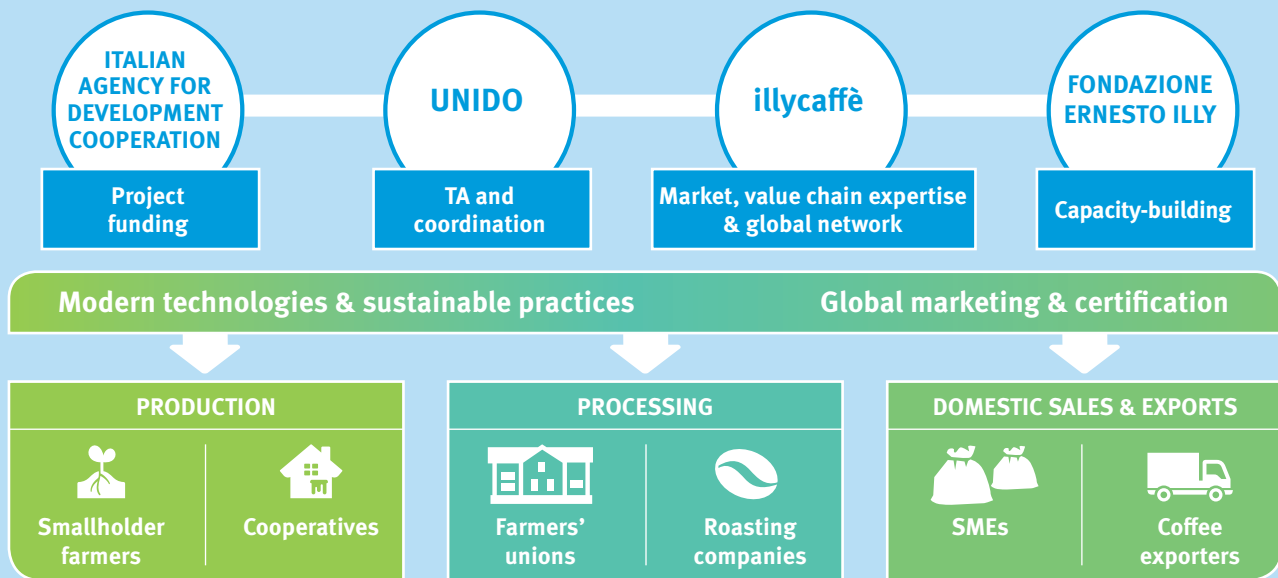
Partners utilize their respective resources to pursue both sustainable development and business objectives alike. UNIDO has extensive experience designing and implementing technical programmes in the field of agro-industrial development and the project falls within the framework of UNIDO's Programme for Country Partnership for Ethiopia. illycaffè brings international market experience while the Fondazione Ernesto Illy supports research in coffee science and economics for the benefit of local stakeholders.

Among other project activities, clusters of smallholder farmers and cooperatives will benefit from training programmes on sustainable farming practices. Water-efficient and eco-friendly coffee washing stations will allow farmers to ensure better

quality products while minimizing environmental impact. The project will also introduce new technologies to promote value addition, increased roasting capacity and product diversification.

### Impact

The technical assistance provided through the project will increase the output of high-quality coffee and help Ethiopia to build a niche in the global specialty coffee market. As a result, coffee farmers and traders will be able to sell their produce at higher prices and, ultimately, increase their living standards. The overall aim of the partnership is to contribute to poverty reduction in Ethiopia's coffee growing areas.



## CASE STUDY



## ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT FOR YOUTH EMPLOYMENT

### At a glance

**Geographic scope:** Tunisia

**Focus areas:** Entrepreneurship and IT skills development, private sector growth

**Business sector partners:** HP Inc. and HP Foundation

**Other partners:** USAID and AICS

**Duration:** Phase I: January 2013 - September 2016;

Phase II: October 2016 - September 2021

### Context

Unemployment remains a major challenge in Tunisia, particularly among educated youth. Currently, in the governorates of Centre, Southern and Northern Tunisia, around 40 per cent of young graduates are unable to find work. This situation is attributed to a range of factors, including the

public sector's limited capacity to employ more young men and women, a lack of diversity in the private sector, and a mismatch of skills required by the private sector and those offered by graduates.

### Strategy

In 2013, UNIDO, the United States Agency for International Development (USAID), the Italian Agency for Development Cooperation (AICS) and HP Foundation launched a new initiative in Tunisia called the Mashrouzi programme ("My project" in Arabic). The programme aims to increase youth employment and support the creation and growth of small-scale enterprises through training courses, business coaching and technical assistance. In 2017, Mashrouzi phase II launched with an investment of nearly US\$ 14 million towards

generating employment opportunities for young people in Tunisia.

One of Mashrouzi's pillars is the global HP Foundation's Learning Initiative for Entrepreneurs (HP LIFE), which consists of free, online courses in business, IT and entrepreneurship. Through face-to-face workshops organized by UNIDO, aspiring entrepreneurs learn how to apply HP LIFE's innovative IT tools and concepts to their own business projects. UNIDO is also strengthening higher education and business support institutions by integrating HP LIFE content into existing entrepreneurship courses.

Alongside entrepreneurship development, Mashrouzi provides individual and group business coaching for start-ups in areas such as finance, marketing and market access. The programme also supports the growth of small and medium-sized enterprises (SMEs) through UNIDO technical assistance,

helping enterprises to identify and tap into new business opportunities, in turn creating jobs in the project's target regions.

### Impact

The second phase of the project signals the continuation of a successful public-private partnership that has already helped create more than 1,250 jobs and establish over 160 start-up businesses, mainly in the governorates of Gafsa, Kairouan, Kasserine, Kef and Sidi Bouzid and Tataouine.

In its second phase, Mashrouzi will expand to 14 vulnerable governorates of Tunisia. It aims to reach more than 25,000 aspiring and existing entrepreneurs and to create more than 6,000 new jobs over the next five years. The project builds on UNIDO's longstanding partnership programme with HP, dating back to 2008.



## CASE STUDY



## DEMONSTRATING THE VIABILITY OF SOLAR LED LIGHTING SOLUTIONS

### At a glance

**Geographic scope:** Cabo Verde

**Focus area:** Renewable energy

**Business sector partner:** Philips Lighting

**Other partner:** ECREEE and domestic energy service companies

**Duration:** 2013 - ongoing

### Context

Small island developing states (SIDS) are a distinct group of developing countries with specific social, economic and environmental vulnerabilities. Some of the common development challenges faced by SIDS relate to energy costs and energy security. Most are largely dependent on imported fossil fuels for their energy needs and, as a result, vulnerable to

oil price fluctuations which directly impact costs of electricity. Some states spend up to 30 per cent of their hard currency earnings on fossil fuel imports. High electricity prices are a burden for low-income groups and have a negative impact on the competitiveness and productivity of local businesses and industry.

In Cabo Verde, for example, fossil fuel spending diverts valuable public resources from climate change adaptation, health care, education and economic development initiatives. Public lighting is a major source of spending for municipalities and is therefore a scarce good on many islands. Lack of streetlight, however, significantly impedes community life, business activity and people's general safety.

### Strategy

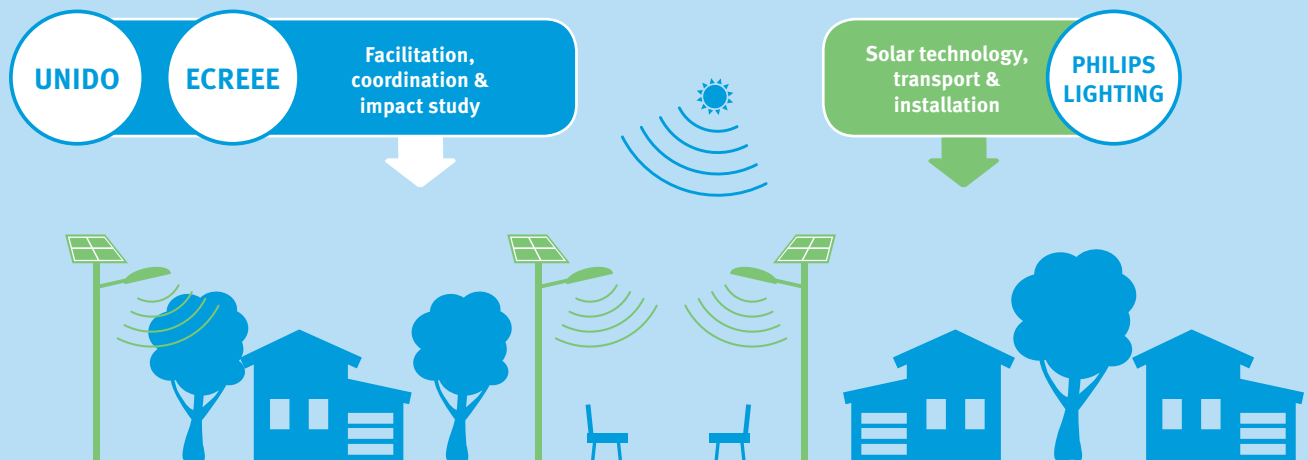
Many SIDS have started to introduce policies and targets that promote more efficient and renewable energy-based lighting solutions. However, additional support is needed to demonstrate benefits, raise awareness and implement such technologies. Within this context, UNIDO partnered with Philips Lighting – a leading provider of solar powered LED lighting solutions – to demonstrate the viability and positive impact of this new technology for community centres in SIDS. The so-called “light centres” are areas of approximately 1000 m<sup>2</sup> illuminated with Philips LED lighting.

The first phase of the partnership is being implemented in Cabo Verde, an archipelago of ten islands located off the coast of West Africa. New lighting technology was installed in 12 locations across the islands with the support of UNIDO and the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECEEE). UNIDO will collect data and analyze the social and

economic impacts of the lighting installations in Cabo Verde. The study will help better understand the effects of evening time lighting on aspects of rural community life, such as safety, education, productivity and economic development.

### Impact

Through the partnership, UNIDO and Philips Lighting will demonstrate the potential of solar powered LED lighting solutions for small island developing states. Initial data shows that such lighting systems are not only energy efficient, but also typically pay for themselves within a few years through lower energy costs. Municipalities benefit from cost savings while communities can extend social, sporting and economic activities into evening hours. As such, solar LED technology can assist developing countries in reducing poverty and, at the same time, mitigate climate change by decreasing reliance on fossil fuels for lighting.



## CASE STUDY



## INDUSTRIAL SKILLS DEVELOPMENT FOR JOB CREATION

### At a glance

**Geographic scope:** Global

**Focus area:** Industrial skills development

**Founding partners:** Scania, the Volvo Group, Festo Didactic, Sida

**Duration:** 2012 - ongoing

### Context

With the persistence of unemployment in many developing countries, vocational training schools play an important role by creating skilled manpower, enhancing industrial productivity and, ultimately, contributing to social and economic development. However, the educational system in developing countries often lacks the resources to keep pace with changing labour market needs and new technologies, and often uses outdated equipment and curricula. As a result,

young people have difficulties finding work with the skillset they possess, while companies operating in the country face a shortage of local manpower.

### Strategy

The Learning and Knowledge Development Facility (LKDF) is a platform that promotes industrial skills development among young people in developing and emerging economies. Working with the private sector through public-private development partnerships (PPDPs), the Facility supports the establishment and upgrading of local vocational training schools to help youth acquire the skills required by the job market in a specific sector or industry. The LKDF is a joint initiative between UNIDO and the Swedish International Development Agency (Sida).

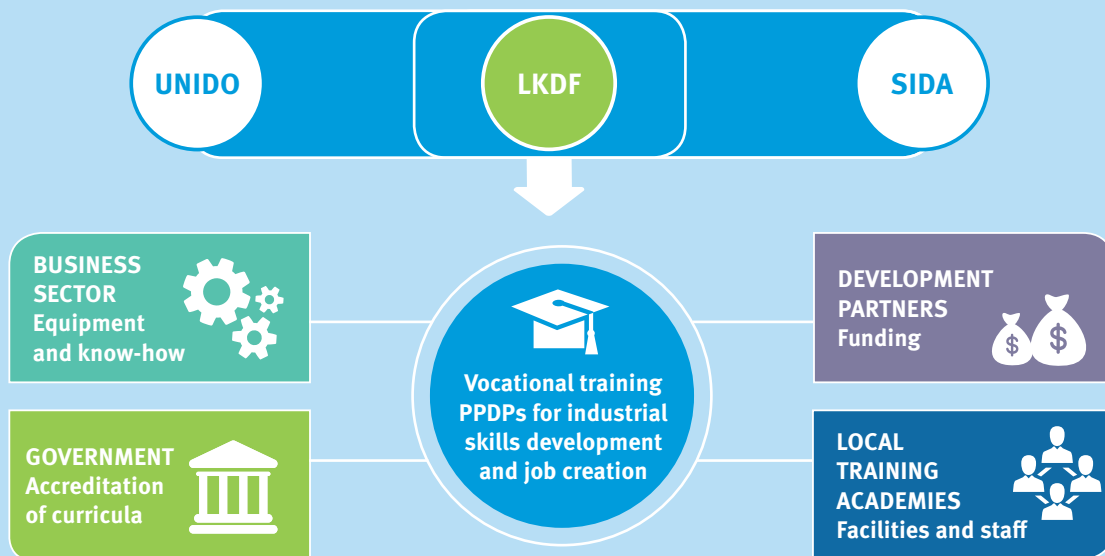


In a typical PPDP, the business sector brings in equipment and know-how to ensure students learn the latest and most relevant technical skills, with a focus on practical training. The public sector contributes buildings and staff-time, and development partners provide funding for development objectives and facilitate linkages to the government.

The Facility has three core functions: 1) The learning and development component captures best practices and disseminates lessons learned from PPDPs; 2) The management training component provides support and guidance to training managers and decision makers within the host country; and 3) The project development component ensures the Facility's long-term success by supporting the development of new PPDPs.

### Impact

The LKDF includes a growing number of country-level PPDP projects which have led to the creation of vocational training centres in sectors such as forestry, heavy duty equipment, leather and transport. The vocational training schools established under the umbrella of the LKDF equip youth with demand-driven industrial skills and contribute to job creation in developing countries. At the same time, companies benefit from an increased supply of trained local employees. Finally, by capturing best practices, the LKDF provides a means to learn from PPDPs that target industrial skills development and promotes this type of collaboration.



## Featured LKDF partnership The Zambian Industrial Training Academy



### At a glance

**Geographic scope:** Zambia

**Focus area:** Heavy-duty machinery

**Business sector partner:** Volvo Group

**Other partners:** Sida, Embassy of Sweden in Zambia and NORTEC

**Duration:** 2015 - ongoing

### Context

Despite strong economic growth over the past decade, poverty and unemployment remain a significant problem in Zambia. The majority of the population has low levels of education and is engaged in low skilled work, such as subsistence farming. In Zambia, like in many other African countries, vocational

training schools often have difficulties delivering up-to-date training courses that match industry needs. As a result, there is a shortage of local manpower which forces companies operating in the country to hire expatriates.

### Strategy

The Volvo Group, the Swedish International Development Agency (Sida) and UNIDO partnered to establish a specialized training academy, called the Zambian Industrial Training Academy (ZAMITA), to address the shortage of skilled workers and increase job opportunities for Zambian youth. ZAMITA focuses on hands-on training in the operation and maintenance of heavy-duty machinery used in the mining, construction, forestry and transport sectors.

With the technical expertise of the Volvo Group, the ZAMITA programme aims to enhance the employability of graduates through trade certificates and advanced diploma courses. The partners also revised the national curriculum for Heavy Equipment Repair to ensure that it meets current industry needs. All ZAMITA courses are nationally accredited and can be taught by staff of vocational training centres across the country. The Northern Technical College (NORTEC) houses ZAMITA and offers the programme.

NORTEC's existing training facilities were upgraded with new laboratories, a refurbished workshop space and modern equipment. NORTEC's teaching staff was equipped with the skills needed to deliver new ZAMITA courses by using multimedia tools and took part in various technical training

programmes, both online and through overseas study tours. In addition, a career centre facilitates apprenticeships and supports graduates through the job application process.

### Impact

ZAMITA expects to train a total of 420 students over a period of three years, aiming for most to become professional service technicians or technical managers. By equipping youth with demand-driven skills, ZAMITA helps ensure that a lack of skilled labour does not restrict industrial investments in the mining, construction, forestry and transport sectors, while also generating gainful employment opportunities for youth. ZAMITA serves as a pilot project to demonstrate the benefits of public-private development partnerships in the national vocational education system.



## PROGRAMME FOR COUNTRY PARTNERSHIP: AN INNOVATIVE MODEL BRINGING STAKEHOLDERS TOGETHER FOR LARGER DEVELOPMENT IMPACT

Aligned with the national development agenda, the Programme for Country Partnership (PCP) is a multi-stakeholder partnership model that supports the achievement of inclusive and sustainable industrial development at the country-level.

The PCP is designed to build synergies with ongoing national interventions of relevance to industrial development, while leveraging the unique expertise and necessary investments from the business sector, financial institutions and other partners towards sectors with high economic growth potential. As such, it is a model that facilitates the mobilization of partners and resources to achieve larger development impact.

For UNIDO, the PCP serves as a mechanism to operationalize ISID and SDG 9. At the same time, it is a model that can be used to implement the broader SDGs.

**UNIDO's role within the PCP is to provide advisory services to the government on industry-related issues, lead programme design, provide multi-disciplinary technical assistance, and facilitate overall PCP coordination.**

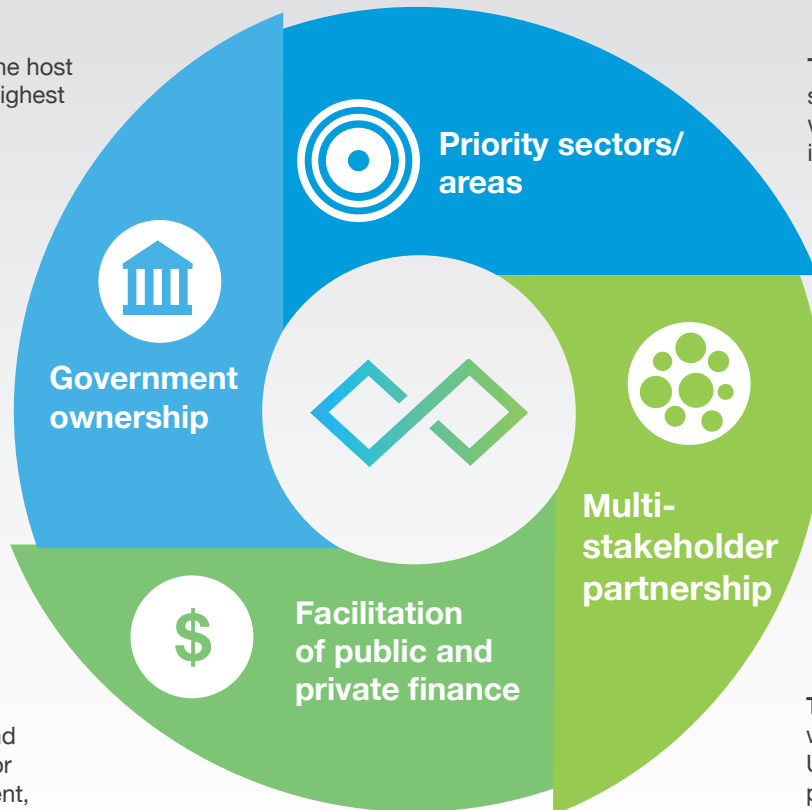
The PCP was first introduced in Ethiopia, Senegal and Peru, and subsequently rolled-out to Cambodia, Kyrgyzstan and Morocco. Going forward, the PCP will expand to additional countries.

Business sector participation is particularly important within the PCPs as it ensures the long-term viability of the programme's interventions. Knowledge transfer, private investment and business linkages between domestic and international firms drive job creation and economic growth. The PCP in turn offers several opportunities for the business sector:

- **The PCP supports an enabling business environment:** UNIDO's capacity-building services and advisory role to the host government help improve the overall investment and business climate. Moreover, through the PCP, UNIDO serves as a neutral broker and facilitates dialogue between the business sector and the government.
- **The PCP facilitates the coordination of public and private investment:** Through the PCP, the business sector has platform to integrate its investment, operations and services with those of financial institutions and other partners, in line with the development objectives of the host government.

- **The PCP facilitates and identifies investment opportunities:** UNIDO's technical assistance helps reduce first-mover risks and uncertainty, as well as initial costs for foreign investors through feasibility studies or the collection of baseline data, for instance. UNIDO also helps the government to develop incentive packages to attract public and private investment in large-scale projects, such as industrial zones. Moreover, through the PCP, UNIDO identifies specific investment opportunities for joint ventures or greenfield investments in key industrial sectors and/or within industrial parks. UNIDO also facilitates matchmaking between foreign companies and domestic enterprises through investment forums organized within the framework of the PCP.
- **The PCP helps bridge the skills gap:** Skills upgrading initiatives and training programmes delivered by UNIDO within the framework of the PCP help ensure a better match between skills supply and demand in developing countries. Companies can thus benefit from a pool of trained local employees, allowing their business to thrive.

**The PCP** is led by the host government at the highest political level.



**The PCP** targets prioritized sectors and areas, aligned with the national industrialization strategy.

**The PCP** leverages large-scale public and private investment for industrial development, infrastructure and innovation.

**The PCP** creates synergy with partner interventions: UN agencies, development partners, financial institutions and the business sector.

## UNIDO AS A GLOBAL CONVENER ON ISID

As a global convener on ISID-related issues, UNIDO brings together relevant development actors through forums, conferences and expert meetings. These major events enable Member States, financial institutions, the business sector and other development partners, to exchange and disseminate knowledge and information, forge partnerships, and shape strategies for advancing ISID.

In this context, UNIDO organizes ISID Forums on a regular basis to provide a platform for Member States and other stakeholders to engage on issues relevant to inclusive and sustainable industrial development, and formulate actions going forward. In addition to regular ISID Forums and other major UNIDO-driven events, the Organization contributes to global forums and mechanisms focused on advancing the 2030 Agenda.

In this regard, the outcome document of the Third International Conference on Financing for Development (2015) highlighted

UNIDO's role in advancing linkages between infrastructure development, inclusive and sustainable industrialization and innovation. This is provided not only through UNIDO's technical assistance but also through its catalytic role of bringing different development actors together, including the business sector.

Since 2016, UNIDO has been playing a prominent role with the G20, providing direct policy advice to the G20 Development Working Group with a focus on the industrialization of Africa and least developed countries. Moreover, in recognition of UNIDO as a global leader in industrialization efforts, the United Nations General Assembly called upon UNIDO to develop, operationalize and lead the implementation of the programme for the Third Industrial Development Decade for Africa (2016-2025), in partnership with other international organizations and financial institutions, while strengthening public-private partnerships with a range of stakeholders, including the business sector.





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