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INDUSTRIAL DEVELOPMENT ORGANIZATION

SECOND FORUM

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INCLUSIVE AND
SUSTAINABLE
INDUSTRIAL
DEVELOPMENT

4 – 5 NOVEMBER 2014

VIENNA INTERNATIONAL CENTRE

CONFERENCE REPORT

PARTNERSHIPS TO SCALE UP INVESTMENT FOR ISID

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This report is based on discussions recorded during the Forum's sessions and has not yet been verified by participants.

Foreword

The past two years have been a period of remarkable change for UNIDO. In 2013, our Member States endorsed the Lima Declaration, mandating the Organization to pursue inclusive and sustainable industrial development (ISID). Following this landmark decision, two global forums were organized in Vienna in 2014 to bring together representatives from government, the private sector, international organizations, academia, and the world of finance to discuss cooperation to advance the ISID approach. At both forums, countries and international development stakeholders expressed strong support toward UNIDO's vision, as defined in the Lima Declaration, of a new approach to development that is sustainable across three dimensions—social, environmental, and economic—and is anchored in vibrant industrial sectors.

The impact of both forums has been profound, helping to rally international support for a Sustainable Development Goal (SDG) on industry, and prompting increased demand from countries around the world for UNIDO's technical services and expertise. Further, since 2013, UNIDO's growing involvement in national and regional initiatives to share knowledge and experience on industrial development, and in assisting countries to formulate and implement their industrial policies and strategies, has attracted increased international attention to the expanding influence of our mandate. This clearly observable international industrial renaissance demonstrates that UNIDO's role has never been more relevant.

UNIDO promotes ISID as a proven and effective path to lowering unemployment and inequality, promoting social inclusion, and eliminating poverty. Experience shows that a vibrant industrial sector is critical for innovation, job creation, and inclusive and sustainable economic growth. As industry develops, it increases value addition; enhances the application of science, technology, and innovation; and encourages the development of skills and education. It also provides opportunities for social inclusion and gender mainstreaming, and it generates opportunities for youth and marginalized communities.

The first forum, on strategies and instruments for ISID, was held on 23–24 June 2014 in Vienna. The forum presented policies, best practices, programmes, and instruments that countries can replicate and scale up in their specific contexts when promoting ISID. Member States also agreed that collective action is necessary to support sustainable growth. The key outcomes of the first forum served as the foundation for the second forum on partnerships to scale up investment for ISID, which was held on 4–5 November 2014.

Multi-stakeholder partnerships are necessary given the complexity of pursuing ISID in an era marked by rising interdependence; the globalization of industry and trade; and the vulnerability to global financial and economic crises, environmental degradation, and social exclusion. Addressing these challenges requires collective and concerted action. Multi-stakeholder partnerships combine resources—such as knowledge, finance, and human skills—in a synergistic way to deliver integrated solutions for pursuing ISID. A partnership creates shared value among participants, enhances mutual exchange and learning, reduces the risk of failure, and increases the impact of development assistance.

This second forum introduced UNIDO's Programme for Country Partnership (PCP), an innovative partnership model for achieving ISID, which leverages technical, human, and financial resources to raise the impact of UNIDO technical cooperation.

The forum elaborated on how UNIDO can work with partners to support the implementation of

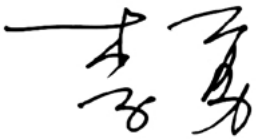
government industrialization strategies and focused on interventions in an action-oriented manner. It demonstrated the concrete potential of multi-stakeholder partnerships that could be achieved through the PCP approach and initiated two pilot PCPs in Ethiopia and Senegal.

The forum benefited from the participation of the Prime Minister of Ethiopia, Hailemariam Desalegn, and the Prime Minister of Senegal, Mahammed Dionne, as well as the United Nations Secretary-General Ban Ki-moon, and high-level representatives of international organizations, the private sector, development finance institutions, bilateral aid agencies, civil society, and academia.

The second forum led to concrete action, given its focus on partnership-based programmes and the leveraging of resources from various stakeholders for the pursuit of ISID. Following the examples of Ethiopia and Senegal, several countries requested inclusion in the next round of ISID pilot countries, including countries from Africa, Central and South Asia, and Latin America.

The third ISID Forum on financing for inclusive and sustainable industrial development took place on 14 July 2015 in Addis Ababa, Ethiopia. The forum complemented the third International Conference on Financing for Development, a crucial event that will influence the implementation of the 2030 Agenda for Sustainable Development. The third ISID Forum recognized the Programme for Country Partnership model as an effective means of fostering ISID.

We believe that support of the international community for the Sustainable Development Goals (SDGs), including SDG 9 to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation, is a necessary response to combat rising inequality in wealth and incomes, to eradicate extreme poverty, and to protect the environment. No single entity or country can address these challenges alone. Therefore, we at UNIDO are strongly committed to international collaboration to achieve these goals, and will strongly push forward cooperation with regional organizations, development finance institutions, the private sector, civil society, and academia.



LI Yong
Director General, UNIDO

Acknowledgments

This Report was prepared by Olga Memedovic with support from Thomas Jackson, Tanmay Misra, Theresa Rueth, Emina Alic, and Daniel Laaber. It presents a summary of the discussions and proceedings from the UNIDO second Forum on Partnerships to Upscale Investments for Inclusive and Sustainable Industrial Development, held from 4 to 5 November 2014 in Vienna.

The forum was supported throughout by the UNIDO Director General and his office, including Shichun Wang, Karin Hruby, and Constanze Silberbauer. The organization of the forum was overseen by the project manager Ciyong Zou, with support from Raluca Ursu. The UNIDO Executive Board provided strategic direction and institution-wide support. The project manager was supported by a task force led by Weixi Gong. The content-development working group, led also by Weixi Gong, performed the overall coordination and implementation of the forum as well as content development. The members of the group were Fabrizio Condorelli, Tillman Guenther, Richard King, and Kjell Sundin, supported by Anastasia Filippova, Kanishka Rathore, and Yangkajia Wang. The Policymaking Organs Secretariat, under the leadership of Fatou Haidara, facilitated the participation of high-level dignitaries and provided additional support services.

The Ethiopia and Senegal country teams were directed by Dejene Tezera for Ethiopia and Tidiane Boye for Senegal, respectively, and supported by a review group led by Philippe Scholtes, Ciyong Zou, and Juergen Hierold. The members of the Ethiopia team at UNIDO headquarters were Manuel Albaladejo, Tidiane Boye, Weixi Gong, Otto Loesener, Rami Malik, Matilda Muweme, Zhengyou Peng, Kjell Sundin, and Jossy Thomas. The team members in the field included Asegid Adane, Getachew Asamiw, Jean Bakole, Andrea De Marco, and Steven Kargbo. The members of the Senegal headquarters team included Smail Alhilali, Nicola Cantore, Bashir Conde, Rafik Feki, Weixi Gong, Alois Mhlanga, Meryem Sghir, Raymond Tavares and, in the field, Victor Djemba and Ibra Gueye Dioum.

The development finance institutions participation group was led by Tidiane Boye with the support of Alejandro Vera Casso, Rima Al-Kaisi, and Yi-Ming Tang. The private-sector participation group, led by Barbara Kreissler, comprised Romana Benisch, Sabine Haspel, and Henry Hutton Mills and was assisted by Anastasia Filippova and Yangkajia Wang. Prakash Mishra provided ad hoc support for mobilization of private-sector companies.

The financial management and logistics group was led by Bassel El Khatib and supported by Maria Eduarda de Andrade e Sousa, Charlotte Bernard, Galya Dimitrova, Anastasia Filipova, Silvia Fuereder, Lukas Hecke, Dragana Marusic, Tanmay Misra, Sophia Safa, Orkhan Saidov, Karin Schwaiger, Ingrid Polzerova, Kanishka Rathore, Yi-Ming Tang, Yangkajia Wang, and Hongfei Yue. The advocacy and outreach team, coordinated by Sayaphol Sackda, consisted of Nora Aoun, Charles Arthur, Tajudeen Bello, Amalia Berardone, Simone Carneiro, Mikhail Evstafyev, Vinette Huber, Eva Manasieva, Laura Gil Martinez, Ravindra Wickremasinghe, and Xingfei Zhong.

The regional bureaus, New York office, and Brussels office group were led by the respective bureau chiefs, the UNIDO representatives to the United Nations in New York, and the European Union in Brussels, Carlos Chanduvi Suarez, Imran Farooque, Edme Koffi, Paul Maseli, Olga Memedovic, Azza Morssy, and Christophe Yvetot.

In addition to the cross-divisional task force focal points, many staff, consultants, and interns were intensely involved in the preparation and execution of forum activities, including Emina Alic, Elham Hage, Yann Huguenard, Thomas Jackson, Karin Kuranda, Tat Louembe, Matilda Muweme, Fadia Nassar, Lisa Nossek, Amy Pajnik, Mercy Waititu, and Zhen Wang.

Recognition also goes to Olga Memedovic for the scenario for the conference and for moderation.

The UNIDO Security Management Group, consisting of Stefano Bologna, Weixi Gong, Konstantin Ivanov, and Guillermo Jimenez, provided guidance throughout the organization of the forum. Markus Bogner, Konstantin Ivanov, and Dana Vavrikova in Human Resource Management also provided valuable support.

The forum would not have been possible without the excellent cooperation of UNOV Conference Services, the UN Safety and Security Services, and the interpreters, technicians, and media services.

Thanks are due to Bruce Ross-Larson and the team at Communications Development in Washington, DC, for editing and layout.

Contents

Summary of proceedings

Following the adoption of the Lima Declaration, the Director General of UNIDO, Mr. LI Yong, initiated two global forums in 2014. The first forum, Strategies and Instruments for Inclusive and Sustainable Industrial Development (ISID), was held on 23–24 June 2014 in Vienna. It brought together more than 250 participants from 82 countries, including 19 ministers (of economy, industry, investment, foreign affairs, environment, and trade) and other high-level government officials, as well as representatives from academia, the private sector, nongovernmental organizations (NGOs), development finance institutions (DFIs), and international organizations to discuss how to pursue ISID. The objective was to identify policies, best practices, programmes, and instruments that countries can replicate and scale up in their specific contexts when promoting ISID. The key outcomes of the first forum served as the foundation for the second forum.

The second forum, Partnerships to Scale Up Investment for ISID, was held on 4–5 November 2014 in Vienna and brought together more than 450 participants, including prime ministers; vice–prime ministers; the United Nations Secretary-General; ministers of industry, agriculture, economy, trade and energy; the European Union Commissioner for International Cooperation and Development; the African Union Commissioner of Industry; and United Nations heads of agencies. Among further participants were high-level government officials and representatives from the private sector, DFIs, bilateral aid agencies, and academia. In all, 92 countries were represented. Participants discussed the partnership approach for leveraging resources from various stakeholders to pursue inclusive and sustainable industrialization through concerted and collective action.

UNIDO's partnership approach—why and how

The forum demonstrated the potential of multi-stakeholder partnerships through examples and lessons from UNIDO pilot programmes in Ethiopia and Senegal. Panels of high-level government representatives, experts from the private sector, international organizations, academia, DFIs, and civil society engaged in rich and vibrant discussions on how to design and operationalize the ISID PCP to leverage technical, human, and financial resources and increase the impact of UNIDO technical cooperation. Several countries from Africa, Central and South Asia, and Latin America requested to become the next tier of ISID pilot countries.

The forum also confirmed the necessity of the multi-stakeholder partnership approach given the complexity of ISID in an era marked by globalization in industry and trade, rising interdependence, and vulnerability to natural disasters and global financial and economic crises. Individual actions are not sufficient to provide holistic and high-impact solutions, to achieve economies of scale and scope, and to realize ISID. Achieving these goals requires collective and concerted action by all stakeholders through partnerships, which pool resources to safeguard the environment, create food and energy security, and foster economic and social inclusion to preserve peace and stability. Multi-stakeholder partnerships have many advantages: they are platforms for exchanging best practices and lessons learned; they generate integrated solutions that foster ISID; and most important, they increase the impact and effectiveness of development assistance.

The forum highlighted five areas of collective action on ISID:

- Supporting transition to higher-value-added activities.
- Increasing productivity in agro-food processing.
- Creating manufacturing jobs for greater social and economic inclusion to ensure social cohesion, peace and stability—especially for women, migrants, ethnic minorities, and youth—in light of shifting global demographics and high levels of joblessness.

- Exploring the potential for innovative green technologies and business models that protect the environment while creating new jobs and stimulating economic growth.
- Encouraging responsible business practices in industry based on the universal principles of human and labour rights and environmental protection.

Government officials emphasized the importance of working closely with international organizations, DFIs, the private sector, and civil society to operationalize and implement the ISID mandate. Private-sector representatives highlighted the main preconditions for encouraging investment in developing and transition economies, including a stable political and economic environment, sound legal framework, national strategies and a government commitment, a clear and transparent policy, a skilled labour force, a well-functioning and efficient administration, physical infrastructure and utilities, and favourable hard and soft business infrastructure. Representatives from United Nations agencies emphasized the importance of working together to realize synergies in their technical assistance activities in member states and pledged to work closely with UNIDO to implement the partnership approach.

National strategies and policies seek to identify and support industrial sectors with competitive and comparative advantages, but various market and coordination failures and insufficient capacity in low-income countries often undermine the implementation of government strategies and policies. Partnerships can overcome these challenges and international organizations, such as UNIDO, can enhance the provision of public goods in partnership with local governments, the private sector, and local communities. UNIDO has gained useful experience in fostering public–private partnerships (PPPs) to provide a range of business-development services and promote new technologies and innovation. It has extensive knowledge on how to minimize the costs of public intervention and ensure that it responds to private-sector needs.

UNIDO's partnership approach generates focused and integrated multidisciplinary solutions by aligning the objectives of development partners, the private sector, and DFIs with collective objectives and the interests of society at large. This approach has rapidly gained momentum, drawing on the organization's accumulated knowledge and expertise in building partnerships for industrialization. The principles underlying PCPs are strong national ownership and alignment of individual stakeholder objectives with ISID objectives. PCPs strategically link UNIDO's technical expertise with the financial resources and expertise of DFIs and with innovative private-sector business models to achieve greater and more effective developmental impact. UNIDO technical cooperation facilitates an exchange of experience and information that enhances the value of stakeholder contributions to developing countries and transition economies. This approach can leverage further investments based on sound socioeconomic conditions and clear national policies and strategies.

The Programme for Country Partnership in Ethiopia

Ethiopia envisions becoming a middle-income country by 2025. Its overall development plan, the "Growth and Transformation Plan" (GTP), emphasizes enhanced productivity, diversification, and the development of high-tech industries. Priority sectors (textiles and garments, leather and leather products, agro-processing, and others) will guide investment strategies and align overall interventions.

A well-functioning institutional arrangement, commitment at the highest political level (for example, the prime minister), and strong inter-ministerial cooperation are crucial prerequisites for the private sector to lead implementation. GTP implementation requires a large investment by the public and private sectors in physical and business infrastructure, such as agro-industrial parks, and in green energy supply. To this end, the Government of Ethiopia has implemented an investment policy and incentive regime to attract foreign direct investment (FDI). The GTP

emphasizes developing integrated agro-industrial parks as instruments to attract FDI, encourage growth of local industrial clusters, and achieve ISID goals.

UNIDO's PCP for Ethiopia is aligned with the GTP and the government's vision that industry should lead socioeconomic transformation. The PCP targets three subsectors—leather and leather products, textile and apparel, and agro-food—and identifies industrial zones as the main tool for promoting local industrial development. UNIDO's technical cooperation assistance is in capacity building, energy and environment management, investment promotion, and trade facilitation. Partnership development focuses on agro-industrial park development and brings together bilateral and multilateral development agencies, United Nations sister agencies, and DFIs under the overall auspices of the government. UNIDO will assist with feasibility studies and developing business plans within the overall park- development framework. A coordination mechanism led by the Government of Ethiopia ensures synergies across partners and maximizes the impact of ISID.

The private sector is a crucial driver of industrial development, and institutional innovation is needed to reduce transaction costs and create a stable environment for investment. Industrial agglomerations, such as clusters and local innovation systems, offer an opportunity for practical collective action and partnership models within a market-based approach to industrial development. The private sector can engage effectively with the government and other partners in a constructive dialogue to improve the business environment and accelerate industrialization.

As industrial park development in Africa has been modest, it is important to exchange information on best practices and lessons learned in the design, construction, and management of successful industrial parks. DFIs voiced their commitment to the PCP and their readiness to provide financial resources. Knowledge and technology transfer from the south is critical for the success of PCPs, as southern solutions may be more contextually appropriate and cost-effective.

The Programme for Country Partnership in Senegal

Senegal's overall development framework, the Plan Sénégal Emergent or Emerging Senegal Plan (ESP), is based on three fundamental pillars: structural economic transformation, eradication of poverty and inequalities, and improvement of security and governance. UNIDO's PCP for Senegal is fully aligned with the ESP's objectives and implementation mechanism.

The ESP, operationalized through five-year plans, is the reference document for interventions and support measures by partners. Based on the enormous potential of agro-industries and "agro-poles" in particular, the ESP focuses on three priority subsectors: livestock, fruit and vegetables, and fisheries and agriculture. The main tool for value-chain development is agro-industrial parks.

Implementing the ESP requires a business environment and institutions that are conducive to investment. To attract foreign investors, the Government of Senegal has provided such incentives as special economic zones, a well-functioning public–private dialogue mechanism, and fiscal incentive packages (such as export credits, suspension of value-added tax, and investment protection).

The PCP will focus on three main areas: i) industrial policy development, ii) the establishment of agro-poles for agricultural value chains, and iii) the operationalization of existing industrial parks and the development of new ones. The programme will also integrate complementary cross-cutting interventions according to government-defined priorities. These include i) private-sector development and investment promotion, ii) environment, iii) energy, iv) trade facilitation, v) South–South and Triangular Industrial Cooperation, as well as vi) innovation, science, and technology for industry.

UNIDO advises the Government of Senegal and provides technical-cooperation assistance for private-sector development, investment promotion, energy and environment management, trade facilitation, and the development of agro-poles and industrial parks. Through a government-led coordination mechanism,

UNIDO's services are well integrated with the interventions of other partners to ensure complementarity and synergies.

Participatory and inclusive involvement of different stakeholders is required for the development of the ESP, along with a strong government commitment, well-functioning institutions, and good governance. Providing affordable and reliable electricity is key to industrial development, as is land reform for agricultural transformation. Sharing knowledge and lessons from other countries in Africa and the Middle East that have embarked on similar transformations will also help Senegal. Identifying sectors and value chains that are already targeting national, regional, or global markets is equally important. Regional integration is a stepping stone to Senegal's integration into global markets.

General conclusions on the implementation of the partnership approach

Successful PCPs have a number of prerequisites: Stability and credibility of the policy framework; national ownership in the design and implementation of PCPs; and high-level government commitment. Partnerships are a risk- and burden-sharing instrument created among actors to implement far-reaching and long-term reform programmes and to attract large-scale private-sector investment. To achieve these goals, governments need to build confidence. To ensure coherence and joint implementation, roles and responsibilities of each stakeholder should be clearly defined.

Successful partnerships can be measured and evaluated. Partnerships are also an incremental process of trust and confidence building, so a sound legal framework is especially important. DFIs requested that UNIDO develop PCP action matrices outlining the financial resources needed from other partners for implementation. Because partnerships involve deliberate social action and values shared among stakeholders, panelists decided to moderate the incentives of individual agents, thus favouring a collective response in line with these socially desirable objectives.

Throughout the forum, representatives from member states, the private sector, international organizations, and other participants expressed strong support and commitment to UNIDO's ISID mandate. They highlighted its timeliness as global discussions reach a critical point on the post-2015 development agenda and the SDG. Panelists agreed that industrial development must be embedded in environmental sustainability and social and economic inclusion. And the private sector must demonstrate greater accountability, adhere to the principles of corporate social responsibility, and be innovative in addressing social problems.

At the margins of the second forum, the UNIDO Director General held many bilateral meetings with high-level participants to explore further partnerships. UNIDO staff from all technical cooperation branches and units also held meetings with representatives from DFIs, funds, foundations, and the private sector to further operationalize ISID through the partnership approach.

VIENNA, 5 November 2014—From left to right: Hailemariam Desalegn, Prime Minister of Ethiopia; UN Secretary-General Ban Ki-moon; UNIDO Director General LI Yong; and Mahammed Dionne, Prime Minister of Senegal.

VIENNA, 5 November 2014—From left to right: Vera Songwe, Director of Operations for Senegal, World Bank; with Demba Ba, Director, Department of Agriculture and Rural Development, at the Second UNIDO Forum on Partnerships to Scale Up Investment for Inclusive and Sustainable Industrial Development.

VIENNA, 5 November 2014—From left to right: Aly Ngouille Ndiaye, Minister of Industry and Mining in Senegal, talks about Senegal's industrialization in the panel with veteran journalist Todd Benjamin, forum moderator; and Filippo Formica, Ambassador and Permanent Representative of Italy to the International Organizations in Vienna; Mansour Cama, President of the National Confederation of Senegal Employers (CNES); and Yuan Lin, Director General of International Cooperation, China Food and Drug Administration (CFDA).

VIENNA, 4 November 2014—From left to right: Dan Lejerskar, Chairman of EON Reality; Helen Hai, CEO of the "Made In Africa" Initiative; and Xie Xiaoyan, Ambassador of China to Ethiopia, at the Second UNIDO Forum on Partnerships to Scale Up Investment for Inclusive and Sustainable Industrial Development.

Proceedings

Welcoming address and opening remarks

H.E. Mr. LI Yong, Director General, United Nations Industrial Development Organization (UNIDO)

It is my great pleasure to welcome you to the second UNIDO Global Forum on Inclusive and Sustainable Industrial Development—in short, ISID. Promoting inclusive and sustainable industrial development was a clear mandate from our member states at the General Conference of UNIDO in Lima, Peru, last December.

We have since been implementing the ISID mandate in various ways. A few months ago, we convened here in Vienna for the first ISID Forum, aimed at government officials and key policymakers, to exchange views on policies and instruments toward ISID and to share what has worked in one country and could inspire another.

Today we launch the second ISID Forum with a strong statement: technical assistance cannot remain isolated from the forces that shape progress in our countries. We need to combine our efforts to enhance the development impact of our endeavours. Together we will grow—the partnership will make us stronger. I see representatives of government, bilateral and multilateral development partners, sister agencies of the United Nations System, the private sector, NGOs, and academia. Here in Vienna for the next two days we will discuss and advance UNIDO's new partnership approach to technical cooperation in realizing its ISID mandate.

I am honoured that participants from across the globe, from a variety of fields and institutions, have accepted my invitation. To advance our commitment, we will focus on two concrete applications of country partnerships—in Ethiopia and in Senegal.

The diversity of participants here represents what might be called multi-stakeholder attendance. This attendance confirms both the relevance and the interest in our new partnership approach. I hope it will develop into multi-stakeholder partnerships as we seek to scale up investment for industrial development.

Industrialization is certainly a complex challenge. For industrialization to take off, a number of things must happen at more or less the same time. Policies should be supportive, the business environment must be reasonably conducive, capital should be created, technical and managerial skills should be strong, infrastructure should be put in place, trade logistics should be available, and prices should be competitive—preferably in the world market, but at the very least, in the domestic market. Industrialization requires many actors, each contributing in its own distinctive way.

The focus of our forum will be the new pilot partnership programmes for inclusive and sustainable industrial development in Ethiopia and Senegal. We have taken into account the current situation in both countries, we have identified a number of strong partners in both countries, and we have designed two programmes for country partnerships. We will provide a platform to present our contribution and the contributions of our partners to support industrialization in Ethiopia and Senegal. The main thrust behind the proposed partnership approach and its business model is the mobilization of partners and their resources to synergize with UNIDO's technical cooperation—all with the aim of accelerating inclusive and sustainable industrial development in the recipient countries.

These two pilot programmes for country partnership mark the beginning of a larger, more comprehensive, and more ambitious approach for how UNIDO undertakes technical cooperation with member states to support industrialization. With our partners we will finalize plans for the programmes for country partnerships based on the input we receive in this forum.

Initiating and coordinating partnership-programme implementation will be a challenge. We count on the governments of Ethiopia and Senegal to lead this process and coordinate all partners. UNIDO is fully committed to supporting the governments of Ethiopia and Senegal in implementing the two pilot programmes.

We have been working in a global development setting defined by the Millennium Development Goals (MDGs) for the last fifteen years. The MDGs have led to great achievements in poverty reduction, but large populations are still struggling for real change. If we want to achieve the necessary scale of development, we must explore the full potential of inclusive and sustainable industrial development. We must strengthen productive capacities. We must build enterprises and industries. We must reach out to farmers and entrepreneurs who are eager to change their lives. And we must promote economic diversification and structural transformation based on adding value to the natural resources of countries that are committed to becoming middle-income countries in the coming decades.

We must work together, we must take advantage of the strengths of all partners, and we must work cleverly. We must make the most of the limited resources at our disposal. The partnership approach will increase the impact of the resources that member states have placed with trust in our organization, as well as the impact of our partners' interventions. And many business opportunities will be created for the private sector.

This forum presents a transformative opportunity. Together we can achieve industrial and sustainable development for all.

H.E. Mr. Ban Ki-moon, Secretary-General, United Nations

The United Nations is dealing with many emergencies, conflicts, human rights abuses, and recently the Ebola crisis. These are daily reminders that our world is interconnected, and that we must join forces for our shared future. The United Nations is not just coping with daily crises—it is also addressing their underlying causes, including poverty and environmental degradation. The overarching imperative for our planet's future is sustainable development.

We meet on the eve of an important year—2015 is the moment to agree on a new development framework. We have a vision of a just world, where resources are optimized for the good of people—a world where we do not exploit our environment for immediate gains, but where we protect it for generations to come. We envision a world of health and literacy that enables people to reach their potential. This includes a life in dignity for all, in a world where inclusive and sustainable industrial development can be the driver of success.

There are four main areas for our common action. The first is economic transition. This forum is already generating results on high-value products—partners in Ethiopia and Senegal have agreed to support farmers and food processors. This results in better nutrition and makes people more resilient to food crisis. However, to trigger large-scale transformations, we need to encourage economies to expand from farms to factories. The agricultural sector can generate jobs in light manufacturing industries like food processing. Those industries can be labour intensive, leading to more jobs and higher employment, signifying greater social inclusion. Greater social inclusion leads to better security and lasting peace.

The second area for common action concerns young people. The world today has the largest number of young people in history. They are full of energy and ideas. However, nearly 75 million of them face unemployment. Without hope for decent work, young people are vulnerable to extremist ideologies, drugs, and crime. Equipped with the right opportunities, these young people can make great contributions to sustainable development. They can pioneer new industries, which can create even more jobs.

The third area for common action is climate change. Governments and investors are exploring innovative green technologies that can protect the environment and achieve economic growth. For industrial development to be sustainable, it must abandon old models that create pollution. Instead, we need sustainable approaches that help communities preserve their resources. I came here from Copenhagen, where I launched the fifth assessment report for policy recommendations for leaders by the Intergovernmental Panel on Climate Change. The report made it clear again that climate change is happening because of human influence. Therefore, it must

also be our task to address it. The report is alarming: if we do not take action now, future generations will face the consequences. Encouragingly, however, the report suggested that if we take decisive action today we can avoid disaster. I hope we all change to a solution-based economic model that promotes inclusive sustainable industrial development.

The fourth area for common action is business practices. Companies can enforce social inclusion through workforce policies. They can join the United Nations Global Compact initiative, signalling their commitment to universal principles on human rights, labour, environment, and fighting corruption. The United Nations Global Compact initiative comprises more than 8,000 world-class business entities, which have voluntarily established their own actions for facing climate change.

Industrial activities are often associated with pollution and difficult conditions. We can address these issues while making industry a synonym for dynamism, jobs, and sustainability. Let us advance inclusive and sustainable industrial development for its own sake, and as a part of our broader campaign to protect our planet and all people. It is our moral and political responsibility to make this world better for all.

H.E. Mr. Hailemariam Desalegn, Prime Minister, Ethiopia

Ethiopia is grateful to be one of the two pilot countries for the ISID Programme for Country Partnership. Ethiopia indeed stands to gain from UNIDO technical cooperation and expertise in industrial development programmes and projects. This cooperation has come at the same time that the Ethiopian government has directed its efforts for economic development transformation toward enhancing gains.

Ethiopia has had strong economic performance for more than a decade, averaging 10.6% GDP growth annually. This shared growth has enabled Ethiopia to significantly reduce poverty and foster inclusive growth in different regions. The proportion of the population living below the poverty line has declined from 38.7% in 2004–2005 to 24% in 2013–2014—a 14.7% decrease over seven years. Ethiopia's industrial sector is now growing at more than 80% per year, with manufacturing the emerging driver of economic growth. Industry—along with a robust agricultural transformation, strong democratic rule, good governance, and social justice—plays a central role in Ethiopia's vision to become a middle-income country by 2025.

Ethiopia has a predominantly agrarian economy, with subsistence farming slowly giving way to commercial farming. The government embarked early on the path of agricultural development–led industrialization. We have not only improved the livelihood of a large share of our population, but we have also begun a dynamic push toward structural transformation by capitalizing on the competitive and comparative advantages of our factor endowments. Improving productivity at the factory and individual household levels has also meant a production surplus that will, given the forecast intervention from the state, inform decisions on investment.

Industry continues to be at the centre of our development strategies and goals. To maximize the contribution from the industrial sector, the government has focused on developing the key sectors of textiles and garments, leather and footwear, agro-processing, chemicals and pharmaceuticals, metal and engineering, and other industries. Agro-processing and light manufacturing have been growing steadily and stand to gain in competitiveness because of the abundance of leather and related products.

The government's relentless efforts to expand technical and vocational training opportunities have led to a large pool of workers and a source of a cheap, productive labour. In addition, the government is highly committed to creating a stable macroeconomic environment and has prioritized major investments in infrastructure, such as roads, railway networks, energy, water supply, waste management, and irrigation.

Another key government measure is industrial parks, which can provide greater leverage from investments in infrastructure and improve the investment climate for accelerated private- sector investments

and exports. Key government programmes include cultivating enterprise, diversifying manufacturing, upgrading and enhancing capacity in priority industries, and improving linkages between SMEs and larger enterprises.

Despite our obvious competitive advantage in the sectors mentioned, we have far to go before taking full advantage of the range of opportunities at our disposal. The level and volume of foreign direct investment is a far cry from the abundance of opportunities that Ethiopia offers.

Our nascent industrial sector is also not without limitations—it requires upgrading. In areas such as agro-processing, leather products, and garments, we lack quality and face a shortage of technological capability. Efforts to build industrial parks suffer from similar challenges—lack of finance, exposure, or both.

For all this we need partnerships to help us build on our successes and address our challenges. The Ethiopian government strives for a partnership model that brings together a variety of stakeholders to focus on the key areas mentioned before, to maximize the impact of the partnership programme. Ethiopia is increasingly engaging with different partners and countries, including emerging nations like China and India, developed countries like the Republic of Korea, Japan, Singapore, and other Asian countries, and Turkey and Brazil. We hope this engagement will further enhance foreign direct investment and help upgrade our domestic industries that have distinct competitive and comparative advantages.

H.E. Mr. Mahammed Dionne, Prime Minister, Senegal

Senegal is rising to the various challenges it faces and intends to promote sustained growth of its economy. The growth rate of our economy was 3.5% in 2013 and we expect it to be 4.5% in 2014—this is impressive compared with the trend between 2008 and 2012.

But this performance is not good enough to drive forward the substantial change in living conditions that we seek for our people. Socioeconomic indicators in Senegal show that we must also improve life expectancy, well-being, and creativity. With these improvements in mind, the President of the Republic of Senegal, Mr. Macky Sall, devised the Emerging Senegal Plan (ESP) to increase the level and pace of development and economic growth. This growth must lead to poverty eradication and address unemployment.

After assessing economic and social policies and the global context for development in Senegal, we created a new model for development to speed our progress toward the status of emerged country. The ESP envisions a truly emerged Senegal by 2035, with an inclusive society and the rule of law.

The ESP is the benchmark for Senegal's economic and social policy in the medium and long term. With support from our technical and financial partners, Senegal can move toward inclusive and sustainable development. Together we will rise to the challenges, step up the pace of economic growth, and stimulate creativity and private initiative to make a better life for our people.

The ESP has three main dimensions that make up a forward-looking plan over the next 20 years: First, structural transformation of the economy through consolidating our present growth drivers and developing new wealth-creating sectors with social inclusion, high capacity for export, and attractiveness for investments; second, significant improvement in living conditions for our people, more sustained action to combat social inequality while maintaining the resource base and promoting emerging agricultural areas and production; and third, strengthening security, stability, and governance; protecting rights and freedoms; and consolidating the rule of law for social peace and full development of potential.

The ESP will begin with a five-year priority action plan (PAP) pegged to certain strategic axes, to sectoral goals, and lines of action and strategy. These can be broken down into development programmes and projects in the fiscal framework of 2014–2018. Diligently implementing these key reforms and projects under the PAP will enable us to reach an average annual growth rate of 7.1% and reduce our fiscal deficit from

5.4% in 2013 to 3.9% in 2018. The current account deficit would fall below 6% by 2018 and the inflation rate, measured by the GDP deflator, would be under the community threshold of 3%.

The government recognizes the need to create the prerequisite conditions for emergence. Critical issues must be addressed, such as energy, human capital, infrastructure, business climate, support for production, and the financial needs of the economy.

And this must go hand in hand with strong leadership by the state, which must urgently carry out key reforms to substantially improve the business climate. "Doing Business 2015" placed Senegal among the 10 countries having done the best job to improve their business rules and regulations among the 189 economies covered. Senegal improved its rank to 161 in 2014, compared with 171 in 2013.

Senegal also plans to develop two or three industrial parks and set up a manufacturing pool. We have called on the technical assistance of UNIDO, whose professionalism and experience are acknowledged throughout the world and whose role is imperative in our plan. Senegal has cooperated fruitfully with UNIDO for many years, both in the industrial sector and in the promotion of local private sectors. On behalf of the Senegalese government, I would like to thank UNIDO for having selected Senegal as one of the pilot countries for its new ISID approach.

Mr. Neven Mimica, Commissioner for International Cooperation and Development, European Commission

Cooperation between UNIDO and the European Union on poverty reduction has been expanding steadily. The substantial portfolio of EU-funded projects and programmes in more than a hundred countries encompasses national, regional, and global action and is worth US$120 million. This second ISID Forum will seek to put into practice the goals set out during the first forum in June. The European Union has been working hard to make inclusive and sustainable development a reality in our partner countries, and I am determined to continue and intensify this work.

The challenge of delivering inclusive sustainable growth and social stability goes beyond job creation. It concerns decent wages, labour conditions, health and security at work, access to social protection, and basic empowerment. It concerns agriculture, services and, of most relevance to our meeting today, industry. Growth should be environmentally sustainable and resource efficient. It should be broad-based across sectors, low-carbon resilient, and socially inclusive, so citizens can contribute to and benefit from it. These principles are outlined in the European Commission's 2011 Agenda for Change, and lead to a higher impact of development policy.

The private sector plays a key role in delivering this growth and social stability. A recent Commission policy paper clearly conveys this message, advocating a strong role for the private sector in achieving inclusive and sustainable growth in developing countries. The paper sets out policy guidelines and a twelve-point action plan. The policy guidance builds on the principles for effective engagement of the EU and its member states with private-sector actors so that development goals and commercial goals match and support each other. The actions in this plan are designed to build better regulatory environments in partner countries, further business development, and enhance access to finance, especially for job-creating micro, small, and medium-sized businesses in formal and informal sectors.

We also stress the importance of responsible investment, sustainable trade, innovation, and inclusive business models as core business practices for the private sector everywhere. The private sector is a bringer of innovation, financing sustainability, and scale. Business can do much to harness partner-country potential by adopting market-based approaches to development goals, especially in infrastructure, agriculture, and energy. Along with green sectors, agriculture and energy are two areas where tools like blending grants and loans to catalyse private and public finance and engagement can complement EU development assistance. Private investors can enhance agricultural productivity to help feed a growing world population.

If smallholders, agribusinesses, and agro-enterprises of all sizes invest and innovate in agriculture together, we stand a better chance of effectively tackling poverty, hunger, and malnutrition. Meeting our target of reducing child stunting by seven million by 2025 will be far less of a struggle with the private sector aboard.

Nutrition is a key area where enhanced EU-UNIDO cooperation can make a huge difference. Meanwhile we are tackling energy poverty and scaling up opportunities for private- sector development in energy in line with our Agenda for Change and the goals of the SE4ALL initiative. We are putting more than €3.5 billion into supporting sustainable energy, especially in the 30 partner countries that have made it a focal sector in their cooperation with us. And we see a sizable role for blending funds, building on the successes of the global energy efficiency and renewable energy fund. The path to sustainable development and poverty reduction runs via an inclusive green economy, which can generate growth, create jobs, further poverty reduction, and help developing countries better withstand climate-change impacts by valuing and investing in the natural capital. Indeed, in these times of crisis, the green economy can bring new economic opportunities, notably through the fast-growing trade in environmental goods and services, delivering lasting economic growth that all people can create and benefit from. We encourage major partners like UNIDO to promote such growth as well, in particular by supporting eco-entrepreneurship.

In these and a range of other areas, UNIDO and the EU together can make a meaningful contribution to global development efforts. This is particularly important now as global movement toward a post-2015 framework gathers pace. The international debate on a post-2015 framework offers a unique opportunity to involve the private sector and anchor these issues at the core of the global agenda. The framework should emphasize inclusive and sustainable growth, poverty reduction, and greater equality delivered through decent jobs and secure livelihoods for the poorest. To this end, we need better government policies to help the private sector thrive, to provide fair and accountable public institutions, and to encourage inclusive and sustainable business practices. Most of these ideas feature in the recent report by the UN General Assembly's Open Working Group on the SDGs.

The EU wants to help leverage private-sector creativity and investments to achieve development objectives. This must take place through productive investments and business practices that are socially, environmentally, and fiscally responsible. The private sector's potential to contribute to poverty reduction and sustainable development is huge. I very much count on a strong and efficient working relationship with UNIDO to help us harness that potential to the fullest.

Mr. Todd Benjamin, Moderator

How will you work closely with UNIDO in this partnership model?

Mr. Neven Mimica

UNIDO is not just an implementing agency, UNIDO is a partner in shaping new constructive models of our SDGs. The initiative taken under ISID is an excellent example of how we see the cooperation between the EU and UNIDO. It is not only about financing, which we will continue in a more focused manor, it is about partnership in shaping development policies.

Ms. Fatima Haram Acyl, Commissioner for Trade and Industry, African Union Commission

The current trend of African economies is encouraging. The economy of Africa, serving approximately 1.1 billion people as of 2013, has grown to about US$1.5 trillion and is expected to reach a GDP of US$29 trillion by 2050. Most African countries are expected to reach middle-income status by 2025. In recent years Africa has been the fastest-growing continent, with a 5.6% annual growth rate. Annual GDP is expected to rise by more than 6% on average between 2013 and 2023.

However, this growth has been neither inclusive nor sustainable. It has not resulted in job

creation—especially for the growing young population—and it has not contributed to poverty reduction. The recent remarkable growth has been due mainly to growth in the sale and export of commodities and raw materials. And the high prices of commodities and raw materials in the extractive industries, caused by the huge demand from growing and developing economies, are not likely to last.

Considering the importance of inclusiveness and sustainability in the African development model, the African Union Commission, after extensive consultations with stakeholders and constituents, has come up with its Agenda 2063. This agenda defines the Africa we want, and is a global strategy to optimize African resources for the good of the African people. It will guide the social and economic structural transformation of African economies from their current factor-driven economies to technology, innovation, and knowledge-driven economies within the next 50 years.

We have also agreed on a common African position for the post-2015 development agenda. While the Agenda 2063 sets targets and directions for where Africa should be in 2063, the heads of state and government of the African Union, who also adopted a common position on the post-2015 development agenda, emphasized that the agenda provides a unique opportunity to reach consensus on common challenges, priorities, and aspirations; to participate actively in providing a fresh emphasis to the SDGs; and to devise strategies to address key emerging development issues on the continent.

The heads of state and governments also reiterated the importance of prioritizing industrialization and structural transformation for inclusive and people-centred development in Africa. We still have a few conflicts in Africa, which is why guns must be silenced on the entire continent by 2020. The African Union is working hard to implement this, but we will need to work on several fronts, the most important being job creation. By 2020 Africa's population is estimated to reach 1.3 billion. About 50% will be of employable age and 34% will be between 15 and 35 years old. Therefore, ISID will be key to ensuring that guns on the African continent can be silenced through the establishment of inclusive and sustainable industrial zones and manufacturing and processing hubs.

Our heads of state and governments have asked the African Union Commission (AUC) to evaluate potential partnerships to ensure they are based on mutual interest and win-win situations. We have always considered the UNIDO partnership with the AUC to be strategic. The AUC, with UNIDO and other strategic development partners, has formulated numerous industrial development initiatives. We are now developing a continental strategy to guide commodity-based industrialization and we hope to work with UNIDO and other partners to support it. We will be launching the Investment Monitoring Platform (IMP) to inform the flow of investment in two strategic regional and continental commodity value chains. The success of the UNIDO partnership model, if it spills over to all African countries, will no doubt result in inclusive and sustainable development for the continent.

The private sector is the key driver of our agenda for social and economic structural transformation. It is through PPPs that our goals can be achieved. Therefore, the AUC will be setting up a platform to ensure the private sector can exchange ideas and share experiences and challenges with the government on a more frequent basis.

The Commission is very keen on industrializing in a responsible way and thus gives particular attention to environmental degradation, which must be stopped and reversed to achieve sustainable development.

We hope this forum will help us identify potential partners and investors. The return on investment in Africa is very high and risk manageable because of the great leadership on the continent today. Our goal is to create decent jobs for our people, attract focused and strategic investment, build our productive capacity, develop regional and continental value chains, upgrade our SMEs, include women, and build more industrialized parks in more countries for innovation. To achieve this goal, we need to move from vision to action, from dream to reality. We must accelerate our

industrialization, and we must do it inclusively and sustainably.

Mr. Todd Benjamin

Is UNIDO's partnership model transferable from Senegal and Ethiopia to the rest of Africa?

Ms. Fatima Haram Acyl

We depend on raw materials in Africa; therefore we need to produce in Africa and create jobs there. We encourage investors to come to Africa—the labour costs are cheaper, we have the raw materials, and our governments are working to ensure a better business environment and the necessary regulatory framework. We are talking about a continental free-trade market by 2017, which is why Africa is the place to go. In finance, the perceived risk is quite high, but the actual risk is manageable. We need to create a forum where business representatives can work with government to improve the business environment. We invite you to come to Africa and see for yourself. In less than one year with ISID, we have created a very practical programme—and this is exactly what Africa needs.

Mr. José Graziano da Silva, Director-General, Food and Agriculture Organization of the United Nations (FAO)

Inclusive development should not come at the expense of agricultural development—they should complement each other. Agriculture alone cannot be a motor for development—we need to build and strengthen its links with other sectors of the economy and ensure sustainable economic development. We can do this by developing agribusiness systems and adding value to the food chain and the service sector. Value also has another important dimension in food systems. It needs to signify more nutrition and healthy food that is produced sustainably. Robust industrial systems are important both to spur economic development and to contribute to food security.

However, history shows that industrialization is complex. FAO and UNIDO share a common goal in assisting developing countries to find their way forward, learning from experience. Many countries have industrialized successfully starting with commodity processing. By learning from others, they have made rapid progress. By producing for the domestic and sub-regional market, they can achieve economies of scale and become more export competitive.

Food processing is an excellent base for such progress. Experiences in Asia and other emerging economies show that one key ingredient for success has been close collaboration among various stakeholders guided by strong national leadership. Our challenge is to think of ways to use investment as a catalyst for change and to further private and public investment, which is especially important for small and medium-scale enterprises and smallholder farms, which are the base of agriculture in Africa.

FAO is honoured by the opportunity to share our experiences in building effective partnerships with UNIDO for agribusiness development. UNIDO has been one of our most important partners in food security and agro-industrial development. We are now working on a new agreement to better align our joint efforts to achieve the strategic objectives of each organization. One of our joint initiatives is the Accelerating Agribusiness and Agro-industries Development Initiative (3ADI) for Africa, which also involves the AUC and its New Partnership for African Development (NEPAD), the African Development Bank and the United Nations Economic Commission for Africa. 3ADI has become an important platform for expanding investments to cover agribusiness and agro-industrial development, as well as on-farm improvements.

We are developing highly productive and sustainable food chains, where agriculture not only produces the commodities but also processes and adds value to them, keeping a higher share of the income generated locally. This is just one example of how FAO and UNIDO are partnering to unlock the potential in Africa and around the world.

Mr. Todd Benjamin

How can we increase the involvement of the private sector and some of the development and finance

institutions to accelerate the development of Africa's industry up the value chain?

Mr. José Graziano da Silva

Raw material exports alone do not bring development. We need to integrate the potential of available natural resources with industrialization. And more specifically, by a country-based industrialization—not by imported models but by models developed from our own experience and the experience of our neighbours.

Mr. Erik Solheim, Chair of the Organisation for Economic Co-operation and Development OECD-Development Assistance Committee (OECD-DAC)

In the 1950s, an average citizen of the Republic of Korea made US$50 a month. Now an average citizen there makes more than US$20,000 a year. What enormous progress. Could this have happened without industry? Could this have happened without Hyundai and Samsung, without all the trademarks now dominating the world market? Could the Chinese miracle, bringing 600–700 million people out of poverty within one generation, have happened without industry? No, but it can happen again.

No one predicted the rise of China and the Republic of Korea. It happened through hard work, smart work, and tapping the enormous forces of manufacturing and industrialization. This gives hope to Africa. If the Chinese and the Koreans can do it, the Africans can do it.

What UNIDO has done with its ISID mandate is remarkable. It is not just a theoretical discussion, but a concrete and practical discussion in Ethiopia and Senegal. East Africa will be inspired by Ethiopia, West Africa will be inspired by Senegal, and the entire continent can work toward this common vision.

I would like to pay tribute to Justin Lin and Helen Hai, the entrepreneurs on the ground in the three-party cooperation between Africa, Asia, and the OECD nations. Asian countries can bring recent experience on industrialization; African governments and the African workforce can bring knowledge and hard work; and the OECD can deliver the global brands, which are necessary to penetrate the world market.

This three-party cooperation among Africa, China, and the OECD has enormous potential. But it needs to be done inclusively. We cannot continue with a world where the 85 richest individuals possess as much as the bottom half. We cannot promote the kind of industrialization where only a small number become rich. As Deng Xiaoping said, "Someone has to be rich first." And that is well said. However, others must come on board afterward.

OECD is reforming official development assistance to coordinate with the ISID programme for three reasons. First, to channel development assistance to least-developed countries (LDCs); second, to improve cooperation between public and private sectors. Development assistance can take on some of the risks that private-sector investors now face, and assistance should be balanced across aid, grants, and loans. And third, to promote a sustainable legal framework. Many African governments have unsustainable policies, such as giving tax incentives to attract private investment. Improving all these structures is how we will achieve successful cooperation among the private sector, government, and investors.

Mr. Todd Benjamin

Partnerships with private investors need a strong regulatory framework rather than tax incentives—could you expand on that?

Mr. Erik Solheim

There is an abundance of capital in the world, but we are not channelling investment to green development and to poor parts of the world. What often prohibits investments in poor parts of the world is the lack of security and long-term clarity. This is why there is so much trust in Senegal and Ethiopia—the governments are willing to provide the necessary regulatory framework.

When the former Prime Minister of Ethiopia, Mr. Meles Zenawi, visited Norway, we set up a meeting

with investors. The Prime Minister said, "Please come to Ethiopia and invest, but please align with the strategy of Ethiopia. We want to develop Ethiopia and we need your technology and your investment. But if you cannot align with our strategy, please go somewhere else, there are so many places to invest." This kind of commitment is exactly what makes these kinds of partnerships work.

Mr. Petko Draganov, Deputy Secretary-General, United Nations Conference on Trade and Development (UNCTAD)

The first UNIDO Forum established that multiple actors are needed to foster inclusive and sustainable development. And there is a gap in financing the SDGs that the private sector will have a role in filling. Furthermore, foreign direct investment is not just a source of financing—it brings other benefits. Finally, public–private cooperation demands open dialogue.

Multiple actors are needed to facilitate the transformation to sustainable societies. Building such societies requires market access, technology upgrading, export development, employment generation, attraction of foreign direct investment, decoupling growth from CO2 production, and equitable labour policies—particularly in gender, wage levels, and benefits. Financing this comprehensive development process requires both public and private capital. The economic and development challenges faced by Landlocked Developing Countries (LLDCs) can be met only with the participation of business. In vulnerable economies, such as LLDCs, the role of the private sector might have to be proportionally greater because of limited public-sector funds.

UNCTAD's 2014 World Investment Report, "Investing in Sustainable Development Goals," focuses on mobilizing private-sector funding for the SDGs. The report specifically considers vulnerable economies. We estimate that the investment needed in sustainable development globally is US$5–7 trillion per year on average from 2015 to 2030. The required private-sector contribution to this will be about two-thirds. Foreign direct investment is particularly important for LLDCs. Despite declining in the past two years, foreign direct investment flows to LLDCs have been increasing over the past two decades. More efforts are needed not only to increase and diversify FDI, but also to maximize its contribution to sustainable development. As mentioned before, FDI is not only a source of funding, but also an important channel for knowledge and technology transfer, which can play a critical role in fostering industrial development and economic transformation in LLDCs.

During UNCTAD's World Investment Forum in October 2014, ministers and business leaders of LLDCs agreed on the importance of inclusive dialogue among governments and the private sector. During the forum they mentioned collaborating to improve the business environment for investment through measures such as one-stop shops for business operations, special economic zones, SMEs, and PPPs. Private-sector representatives called for stronger action by LLDCs to improve governance, collaboration, and coordination mechanisms amongst ministries, and to strengthen investment promotion agencies and improve transparency. Governments were encouraged to establish rules and regulations that are stable and enforced.

There are several other ways to engage the private sector: Fostering the growing number of innovative financing initiatives linked to sustainability—these initiatives can be collaborations between the private sector and international organizations, foundations, and NGOs; showing leadership at the international level by establishing a multi-stakeholder platform on investment in the SDGs to share best practices; creating a multi-agency technical-assistance facility to serve as a one-stop shop to find solutions that boost investment in the SDGs tailored to specific needs, as with LLDCs; working to make the financial system more conducive for investing in sustainability by encouraging specific financial instruments, such as green bonds; promoting crowd-funding for development; as well as creating and developing new investor classes like impact investing. These are just a few examples of ways to engage the private sector in the sustainable development of LLDCs.

Mr. Todd Benjamin

FDI often goes to helping eradicate AIDS or to other important social causes, but not always to increasing productivity.

Mr. Petko Draganov

We need to direct more investment into building productive capacities to make development sustainable. For example, it was mentioned that Africa will soon have 1.1 billion people, and that some 600 million people today do not have access to electricity. Yet sunshine is readily available and solar technology is cheap, meaning there is huge potential for investment.

Mr. Alhaji Muhammad Mumuni, Secretary-General, African, Caribbean, and Pacific Group of States (ACP)

The ACP Group is a transcontinental intergovernmental organization with 79 member states, characterized by their economic and industrial vulnerabilities. Among the ACP Group's core objectives are fostering cooperation among member countries in trade, science, and technology, and promoting common policies on the environment, sustainable management of natural resources, and pursuit of sustainable development.

The ACP Secretariat, together with UNIDO, developed the Investment Monitoring Platform (IMP), a pilot programme funded by the intra-ACP Group and other development partners such as the European Development Fund (EDF). The IMP targets 20 African ACP countries and provides tools for building capacity; monitoring and managing the impact of FDI; interlinking investment promotion with private-sector development and SME support to enhance the competitiveness of local firms; providing advisory services to international businesses and facilitating investment decisions based on sound business information; designing reform policies that attract quality investment; and enhancing coordination among private- and public- sector institutions to avoid sending conflicting signals to investors. One of the programme's major achievements was enabling multi-donor coordination that enhanced FDI flows into ACP countries. As a result, ACP member states recommended that the IMP be extended to all member states in all ACP regions in Africa, the Caribbean, and the Pacific.

With this extended coverage, the new programme will attempt to remedy the lack of easily accessible enterprise-level data needed to assess the potential of FDI to stimulate direct and indirect employment, domestic investment, trade, and competitiveness. It will strengthen the policy advocacy for private-sector intermediate organizations and investment-promotion agencies that can support government action for designing and forming policies that favour private-sector–driven development strategies. It will assist ACP countries to embrace a new investment-promotion culture that goes beyond image building and branding. In short, investment-promotion agencies can mainstream investment promotion into overall private- sector development, facilitate consensus among national stakeholders, and coordinate a national investment–promotion strategy.

The ACP Secretariat and UNIDO signed a memorandum of understanding in March 2011 and further consolidated this framework through a relationship agreement signed in November 2011. Beyond our common undertaking to foster policy exchange and increased consultation, as well as our close cooperation on issues of common interest, we are committed to joint efforts to strengthen the capacity of the public and private sectors in ACP countries and regions to develop inclusive, competitive, and environmentally friendly industries in line with national and regional development strategies.

The ACP Group also adopted a private-sector development strategy, which provided the foundation for a joint ACP–EU cooperation framework for private–sector development in ACP countries, adopted by the joint ACP-EU council of ministers in June 2013 in Nairobi, Kenya. To translate the policy framework into action, we work with cooperation partners, including UNIDO, to identify policies and technical cooperation programmes for industrial development of SMEs in the private sector of ACP countries.

We are committed to developing an environment conducive to creating decent jobs and to stimulating wealth creation in our region. In building the competitiveness of our industries and facilitating ACP brand access to regional and international markets, UNIDO is a strategic ally. We reiterate the invitation to UNIDO to participate in the symposium dedicated to the implementation of our new private-sector development strategy in Brussels. Together we can make a difference in the living standards of our people.

Mr. Todd Benjamin

How will the ACP Group work with UNIDO in the agro-sector to move up the value chain?

Mr. Alhaji Muhammad Mumuni

The ACP and UNIDO are well positioned to partner on value-chain improvements. We have committed to formulating a framework that will guide and direct our actions toward common goals. We need to work closely to create synergies and avoid waste and duplication. Together we can help our countries and our SMEs become the real engine for job creation, wealth creation, and development.

Session 1

Outlining UNIDO's partnership-based pilot approach to ISID

Mr. Philippe Scholtès, Managing Director, Programme Development and Technical Cooperation Division, UNIDO

Why has UNIDO engaged in the partnership-based approach to ISID, and how are we steering our technical assistance around the world to generate more value for our member states? I would like to present concrete and practical actions for the coming months and discuss why we have worked in Ethiopia and Senegal in particular.

The starting point is the way an economy functions. UNIDO's focus is typically on manufacturing activities, ensuring that value addition remains in developing countries and is not exported—together with jobs—to other parts of the world. Yet to ensure this we need agricultural inputs, commodities, and products to process. And these require still other factors of production—energy, water, roads, logistics, sewage systems, institutions, research and development capacities, and transport sectors to bring the processed product to the consumer's basket.

The Washington Consensus was built on the assumption that economies operated on the frontier of production, that processes ran smoothly and economic transactions among economic agents were efficient. In practice this is not the case. A large number of economic agents must make decisions almost simultaneously for the system to expand. In an agro-value chain, for instance, a range of agents—government, private sector, domestic, foreign—make independent decisions that contribute to expanding the system. Some activities are inherently profitable. A small milling facility, for instance, can be a profitable business proposition in its own right. But other activities, because of externalities or their public-good dimension, are not necessarily profitable and call for public investment or support from financial development institutions. Efficient decisions must be made for the system to expand. Therefore, coordination among the different agents is critical for sustainable and successful industrial development.

National strategies can address these issues. Ethiopia and Senegal both had well-researched and well-phrased national development strategies, which made it easy to identify how we could contribute to their national development efforts. The role of these policies is to ensure that governments can signal to independent agents—whether logistics companies, industrial enterprises, or smallholder farmers—so that collectively they can take business decisions that add value to the system. These policies must be consistent and predictable over time to facilitate the decision-making of economic agents.

Another way to facilitate the convergence of different actors is through partnerships, which help to ensure that actions are economically efficient, environmentally sustainable, and socially inclusive. This forum adds a critical dimension to the technical services historically rendered by UNIDO—addressing information and coordination gaps among different agents.

Why does UNIDO claim to have a special role in this? UNIDO is an intergovernmental organization, funded by taxpayers, and thus has privileged access to governments and public authorities. Governments we work with are often both partners for development assistance and members and shareholders of UNIDO. Perhaps even more important is the intrinsic relationship we have with the business sector—part of UNIDO's DNA and the reason UNIDO was established.

Our experts in the field work daily with enterprises and companies—from small to large, from all sectors—in various dimensions of ISID, such as technology, investment, energy efficiency, and cleaner production. These experts are backed by more than a thousand project personnel operating in more than a hundred countries. We have networks of resource-efficient and cleaner production centres around the world, and we have investment promotion centres. We have fairly comprehensive expertise, a broad base

of assets geared to ISID, and very privileged access to the business sector, which can be leveraged to support UNIDO's new mandate.

Dealing with the private sector is less a matter of corporate social responsibility or tapping the resources of private companies than a matter of aligning corporate interests with the development goals of public organizations like UNIDO. Common ground exists and is critical to expanding our activities. By leveraging private-sector resources for the benefit of development, we provide more services to our member states and we dramatically increase the impact and sustainability of our activities. Among UNIDO's other advantages, we are commercially neutral, we have a broad-based international membership, we have a network of assets as mentioned, and we are engaged alongside the international community in a number of normative services that support ISID.

UNIDO's role in building partnerships with private companies and businesses is rapidly expanding. We have reached out to private entities to identify common ground in their corporate objectives and our development goals. But private companies themselves have also identified UNIDO as a partner and have reached out to us for help in realizing some of their corporate objectives. In 2014, a number of new partnerships have been created, helping us discharge a larger volume of services for our partners. These partnerships have evolved dramatically over the past few years. They began on the corporate social responsibility ticket—companies set aside some profits for corporate social responsibility funds to manage reputational risks. For us, this funding is as valuable as the funding we receive from our member states. Over time we hoped to engage in transformational partnerships, with willingness on both sides to join forces to bring structural economic transformation. Managing these partnerships and assessing a fair contribution of costs and benefits among partners can be complex. We do not want to be seen as subsidizing private companies, but we understand that both sides expect value out of the partnership, and that the final goal is to negotiate a partnership that creates value for all partners.

UNIDO has been developing similar partnerships with development financial institutions (DFIs). In the most common scenario, the DFI funds UNIDO's technical assistance activities. Funding from development banks is also welcome, but this is not how we leverage impact. In another scenario, DFIs look into UNIDO's projects and partnerships with private entities to collect information on meaningful investment opportunities. One example is the World Bank in the Democratic Republic of Congo, where the Bank is funding a large-scale UNIDO programme on food processing. Another example of DFI funding and investment opportunities identified by UNIDO is the European Bank for Reconstruction and Development, where our resource-efficient and cleaner production network helped identify meaningful investment opportunities for cleaner and energy-efficient technologies. This information is subsequently used by development financers when considering investments.

More recently, we cooperated with the African Agriculture Fund, which invests private equity in agribusinesses across the continent. We have jointly implemented this programme with the International Fund for Agricultural Development (IFAD) with about US$250 million. The fund was established in 2010–2011 to tap equity participation across the continent. IFAD invests in agribusinesses and UNIDO contributes with capacity through a project funded by the EU that provides technical assistance and ensures that the private investment generates the highest possible development impact on local communities. Concrete examples like these confirm that partnerships can unlock and create value through successful interaction between development finance and UNIDO's technical assistance and capacity building.

Another scenario is where UNIDO strategically injects technical assistance to facilitate private investment, development finance, and infrastructure. Yet another issue is the dissemination of knowledge between different partners. We work closely with the World Bank, for instance, to bring about and enhance global food safety. The training programme that UNIDO developed has become a basic curriculum

used in a much larger platform by the World Bank's Global Food Safety Partnership.

The case of Nigeria shows a model partnership. In 2012, the Federal Government of Nigeria and the Ministry of Agriculture and Rural Development called on UNIDO to help design a staple crop–processing zone as part of their national development strategy and agricultural transformation agenda. The innovative element in this project was in bringing together experts from several groups—the ministry, the World Bank, the African Development Bank, and IFAD. UNIDO's task was to conduct feasibility studies for six sites identified by the government for building industrial parks to accelerate rural development in remote areas. The industrial zones were meant to process local agricultural commodities by attracting large-scale private investment through an anchor investor that would establish processing facilities and negotiate PPP agreements with federal authorities. These agreements would identify the environment needed—such as transportation and energy resources—to avoid burdening the feasibility analysis and rendering an investment unattractive for private investors. In these projects the government recognizes its responsibility to provide these public goods. The processing zone and a supply-chain management mechanism are created so that local rural communities are linked to the processing facility to supply their agricultural commodities.

This cooperation with Nigeria shows the contribution of a modest technical intervention—a feasibility study—to large-scale transformation. Another innovative element was that UNIDO's engagement continued after the report was submitted to the national authorities. UNIDO is still part of the process that brings together DFIs to support government investment and the private sector. UNIDO was delivering about US$1.5 million in technical assistance services, which was geared to US$300 million of public and private investment—a leverage effect of half a billion dollars, the resource base required to trigger momentum in industrialization.

UNIDO's new approach to ISID has benefited from recent key milestones. First, the appointment of Mr. LI Yong as Director General. Mr. LI brought with him his networks in the world of development finance as Vice Minister of Finance in China, and later as Executive Director for China at the World Bank. We are building on this extensive network in the world of development finance. Second, an extensive campaign by UNIDO and its forces on the ground has promoted the concept of ISID among the SDGs. We will certainly benefit from the strong support of large countries that advocate for this important aspect of development during the debate on the SDGs in New York. Third, the 2013 General Conference that concluded with the Lima Declaration inspired the move toward ISID and emphasized the power of partnerships.

In June 2014, we created a branch dedicated to partnerships and results monitoring, and responsible for developing the partnership model for UNIDO. If this model is successful, we will roll it out and mainstream it through UNIDO's technical assistance activities. The driving principle behind the model is national ownership. This is one reason that Ethiopia and Senegal were chosen—for their national strategies with milestones and clear approaches in resource mobilization, all aligned with ISID objectives. These pilot programmes build on the array of specialized services available to UNIDO, such as agribusiness, private-sector development, SME development, industrial clusters, resource-efficient and cleaner production, and renewable energies. The programmes also deploy the networks available to UNIDO. Furthermore, we selected and designed the programmes to maximize opportunities for creating value between financial development institutions, the private sector, and UNIDO through partnerships.

Finally, a solid monitoring and evaluation system is essential for reporting on progress. Senior management missions have been sent to both Ethiopia and Senegal to sensitize key government officials, financial development institutions, and the private sector, and to announce the follow-up visit by technical teams. As a result, we have prepared Programmes for Country Partnership, which will be presented during this forum.

The objective of this forum is to collect reviews from attendees on the country partnerships in Ethiopia and Senegal, to obtain validation from stakeholders to rapidly finalize documentation for approval by the national authorities and UNIDO leadership, and to mobilize resources in parallel to begin implementation at the beginning of 2015.

The Programme for Country Partnership proposition is that partnership with governments, development agencies, financial institutions, and the private sector unlocks value through stronger coordination. Ultimately, the joint development impact of these different stakeholders and partners will be greater than the sum of its parts.

Session 2

Partnering for ISID: The case of Ethiopia

H.E. Mr. Ahmed Abtew, Minister of Industry, Ethiopia

The Government of Ethiopia realizes that no country has achieved prosperity without developing its industrial sector. In 2002, our government established seven fundamental principles for developing our industry: accepting the private sector as the engine of industrial development; creating sustainable transformation through culture-led industrialization; exporting to create a competitive industrial sector; focusing on labour-intensive industries to exploit comparative advantages; encouraging foreign direct investment in partnership with domestic investment; acknowledging the influential managerial and coordinating role of government; and involving the whole of society in industrial development.

These fundamental principles can be applied to industrial development through a strategy that includes macroeconomic stability; a modern financial system; an internationally competitive infrastructure; an educated and skilled labour force; supportive institutions for higher governance standards; and an efficient, fair, and independent legal system. The 2002 strategic principles guide a series of plans, including the Sustainable Development and Poverty Reduction Programme 2002–2005; the Plan for Accelerated and Sustained Development to End Poverty 2005–2010; and the Growth and Transformation Plan (GTP) I, 2010–2015. These principles also guide the Industrial Development Strategy Plan for 2015–2020, GTP II, and GTP III, 2020–2025.

Ethiopia has recently experienced a period of high economic performance. That high performance continues in 2014–2015—overall GDP growth is expected to be 11.5%, with growth in capital investment playing a significant role. I am encouraged by the most recent data showing a welcome jump in private-sector investment and FDI. In the last year, total capital formation jumped from 28% of GDP to more than 33%, and in that category private- sector investment jumped from a four-year average of 9% to 90% of GDP, with FDI increasing from 0.65% to more than 2% of GDP.

Do not come late to Ethiopia. We are now just above the average of low-middle-income country levels for private investment related to GDP, enabled in part by a jump in domestic savings, now more than 22% of GDP compared with a five-year average of 9.5%. This savings level still has room for improvement, with low-middle-income country savings averaging 30%. All this suggests we are well positioned for investment-led growth in the coming planning period of 2015–2025 for each of our nine priority industries, which cover a range of manufacturing activities.

At the same time, our growth has been inclusive. Ethiopia is one of five countries in sub-Saharan Africa and a few in the world with a Gini coefficient below 35. We want to stay that way, especially when growing tensions in many other countries are so often caused by growing and unchecked inequality. Because of our gender-policy initiatives, Ethiopia ranks 33 out of 144 countries in the World Economic Forum rankings on women in the labour force. The share of women in our technical and vocational training now exceeds 51% of total enrolment.

Skills improvement and capacity-building measures are improving the performance of micro- and small enterprises. The government is also trying to increase the pace of structural adjustment from micro- to small and medium-sized industrial operations.

Ninety percent of Ethiopia's electrical capacity comes from hydroelectric plants. From a base-power generating capacity of 2,300 megawatts, a significant expansion of our generating capacity is in progress, taking the capacity above the 10,000 megawatts that will sustain our industry-led economy by 2025. Wind and thermal-energy projects are among our efforts to use renewable resources.

As we move forward with our second GTP, we are trying to build an industrial sector with higher

manufacturing capability that is also diversified, globally competitive, environmentally friendly, and capable of significantly improving the living standards of the Ethiopian people by 2025. Our industrial development goal is to increase the share of the industrial sector as percentage of GDP from the current 14% to 28% by 2025 and to increase the manufacturing share from the current 5% to 18% of GDP.

These are ambitious targets, but vitally important for our objective to become a middle-income country by 2025. The ISID country-partnership strategy can help us achieve this target. While GTP I centred on infrastructure investment, GTP II and GTP III will focus on the industrial sector and manufacturing. This means acceleration in private sector investment, with FDI playing a greater role than in the past. There will not be any reduction, however, in infrastructure development. It continues to be a key component of our implementation strategy directed at creating a conducive environment for developing industry. The industrial development strategy has set nine priority industries covering diverse manufacturing activities.

To implement our strategy, the government has established a number of institutions and created a platform for coordinating among ministries and among development partners, so that both human and financial resources can be prioritized to meet government targets. This will increase country ownership and will have a bigger impact.

The government has also developed a plan for strategic megaprojects for FDI in petrochemicals and iron-industry sectors. This is one of the key strategies to move gradually into some capital-intensive subsectors. These sectors are selected for their significant linkages and multiplier effects on other industries. Our big opportunities for the private sector, especially for FDI, are special economic zones and industrial zones.

In conclusion, the implementation of the ISID Programme for Country Partnership will pose a challenge for all of us. The Government of Ethiopia is determined and looks forward to working with all partners. One final suggestion: let us clearly define the guidelines for implementing and monitoring the progress of the programme to reduce the risk of delay and to coordinate the partnerships on the ground. The Government of Ethiopia is willing to work with all partners in coordinating and defining these guidelines as soon as possible. We will exert all our effort to make this unique initiative a success.

H.E. Mr. Mebrahtu Meles, State Minister of Industry, Ethiopia

Located at the Horn of Africa, Ethiopia has an area of 1.1 million square kilometres, of which 45% is arable land. And we have 18 major agro-ecological zones, which enable us to grow virtually anything.

The population has grown to 90 million, and incomes are also growing. We have come a long way—from a per capita income low of US$120 to $632 today. Ethiopia's geographic position enables access to the wide-ranging and growing markets of the world. Ethiopian Airlines, the biggest passenger and cargo airline in Africa, also serves our economy by transporting perishable goods around the world.

Ethiopia's economic growth has been spurred by a number of factors. Ethiopia is a stable country politically, socially, and macro-economically. Good governance, attractive investment laws, zero tolerance for corruption, the lowest crime rate in Africa, and a committed government that supports the private sector—especially through attracting FDI, competitive incentive packages, and simple and transparent investment approval strategies—all these factors have led to a strong economy.

All forms of legal ownership are open and encouraged, and generous incentive packages are offered—tax holidays of up to nine years, export incentive schemes such as duty drawback schemes, voucher schemes, bonded manufacturing and warehouse-schemes, export trade guarantees, and others.

The country protects investments by law. Ethiopia is a signatory of the Multinational Investment Guarantee Agency, the World Bank–affiliated body, and also allows the repatriation of profit, dividends, principals, and interest payments on external loans.

Ethiopia has also signed bilateral investment promotion and protection treaties with more than 30 countries.

Ethiopia is a young and dynamic nation. Forty-one percent of the population is under the age of 14, and 56% is between 15 and 64. Twenty-two million people out of this young population are now enrolled in various levels of education—between 18 and 19 million in general education, about one million in higher technical and vocational education, and hundreds of thousands in universities, with tens of thousands of graduates every year. And the wage level in Ethiopia is still among the lowest on the African continent.

Ethiopia is pursuing green and clean energy development, with low energy costs amounting to between 4 and 5 cents per kilowatt-hour—an opportunity for attracting FDI. Vast investment is also being undertaken in roads, railways, and telecommunication networks. Our Universal Rural Roads Access Program will construct more than 72,000 kilometres of roads to connect rural areas. Asphalt roads and railways of more than 2,300 kilometres are also being constructed. The railway that will connect Addis Ababa to the port of Djibouti—where 90% of the country's incoming and outgoing goods are served—will be completed next year, drastically reducing the cost of transport. More than 10,000 kilometres of fibre optic cable have been laid, which has increased the number of mobile subscribers to 24 million, bringing Ethiopia to the forefront of sub-Saharan Africa.

Building industrial zones will accelerate industrialization. The Ethiopian government has learned from Asian countries, especially China, in this process. The Ethiopian government has the strategy and legal framework for developing industrial zones, and has started developing several zones already. After improving the investment law, different options are available for developing industrial zones. These options are open to partnerships or to private developers.

Thanks to UNIDO, the Italian government, FAO, and UNDP, we are also running feasibility studies to establish integrated agro-industrial parks. Allow me to thank the Government of Italy for piloting integrated agro-industrial parks, and to thank our development partners—UNIDO for technical and financial help and FAO. UNIDO developed one pilot project and the government scaled it up to four agro-industrial parks to account for the country's large area and diverse agriculture.

Since 2000, the flow of investment to the country has been increasing. Today most foreign investment comes from Asia, with China leading in project investment. But investments from India and Turkey should also be mentioned, as well as those from the West. Major global actors are already in the country, operating in textiles, pharmaceuticals, beverages, food, and other areas. The focus for these priority sectors will be to unleash their full potential.

Ethiopia is an agrarian country and is known worldwide for some of its commodities, such as Coffea arabica. It is the third-largest producer of sesame and the leading country in Africa in livestock, a huge opportunity for value addition. Today we have more than one hundred million cattle and we mostly export live animals. We have also started food processing, but there is huge potential for attracting investment to the country.

The government is committed to supporting the private sector, not only through our Ministry of Industry, but also by creating an enabling environment and supporting individual sectors. There are eight initiatives in the country for almost every subsector. We thus offer not only attractive incentive packages to investors, but we also support investors all the way to the market.

Mr. Dejene Tezera, Industrial Development Officer and Team Leader of the Programme for Country Partnership in Ethiopia, UNIDO

Ethiopia has finalized its industrial-development strategy, the roadmap and the initial set-up for implementation. In the first five years, this strategy will upgrade existing industries, cultivate 65,000 small and medium-scale enterprises, and develop industrial zones to attract large and medium industries, thereby creating about 750,000 jobs in the coming five years.

The ISID Programme for Country Partnership is clearly aligned with the industrial development strategy of Ethiopia and will have the same time span as the GTP II, from 2015 to 2020.

UNIDO will need a multi-disciplinary team from different branches of UNIDO in Ethiopia. After extensive consultation with the government—especially the Minister of Industry—development partners, financial institutions, and the private sector, a consensus was reached to focus on a few sectors and their critical constraints.

With the Government of Ethiopia we have identified three priority sectors—textiles and apparel, leather and leather products, and agro- and food processing. These sectors were identified because of their strength and high potential for job creation. There is quite a large pool of trainable and relatively cheap manpower, as well as strong linkages to the agricultural sector, still the backbone of Ethiopian economy. Furthermore, there is potential for commercialization of smallholder farmers. Another potential lies in exports, taking advantage of the water and cotton agreements and the Ethiopian comparative advantage. Industrial zones are being used as a tool to attract investment and take advantage of the changing global trend of the migration of industries from Asia to Africa.

The Programme for Country Partnership focuses on these three priority sectors with clear targets: interventions, budget, and possible partners. The main interventions are human and industrial capacity building, investment promotions, using different UNIDO networks, including the investment and technology promotion offices from around the world, trade-capacity building (including support to the implementation of trade logistics), environmental management along the whole value chain, and promoting renewable energy and energy efficiency.

In a concrete example of partnership, the Government of Ethiopia has identified 17 agro-industry growth corridors, and we are working on four pilots with UNIDO, FAO, UNDP, and the Government of Italy, in the four regions in the northeast, northwest, south, and centre of Ethiopia. One pilot is in the Rift Valley region, where we will leverage existing sugar industries and cereal and oil-processing industries to develop animal feed, then use the animal feed to produce feeding lots and build slaughterhouses in the same area. About 20 to 30 kilometres from this area, near a concentration of tanneries, UNIDO and the Government of Italy are helping establish a leather city for the footwear industry. The by-products of the slaughterhouses will also be used for the pharmaceutical and food industries, closing the cycle and ensuring environmental sustainability.

These integrated agro-industrial parks are examples of partnerships where many stakeholders are working together to build synergies with existing and ongoing projects. UNIDO will establish a specialized taskforce to take the Programme for Country Partnership forward, working on implementation.

Mr. Khaled Bomba, Agricultural Transformation Agency, Ethiopia

Ethiopia is an agrarian country with a strategy of agricultural-led industrialization. At the same time, the industrialization strategy focuses on developing special economic zones and agro-industrial parks as the primary drivers of industrialization. Backward linkages, created in the agricultural sector, present opportunities for agribusiness and the commercialization of smallholder farmers.

Certain types of partnerships develop agribusiness and industrial opportunities down the value chain. The first is on the input-supply side of the value chain. Like most farmers across Africa, Ethiopia's farmers recognize that improved seeds and fertilizers are important for increasing production and productivity. Like most farmers they use urea as the primary element of fertilizers. But Ethiopia's agro-ecology demands different types of nutrients in different places. The lack of information on soils has restricted the ability of farmers to get the specific types of fertilizers they require. To fill this gap, Ethiopia undertook an ambitious project three years ago to map the soil fertility of the entire country using the most

advanced technologies. The partnerships came in here. First with the support of the Bill and Melinda Gates Foundation, a partnership was established with the African Soil Information Service, an NGO based in Arusha, to make a digital soil map using remote sensing and satellite technologies. Second, with the support of the World Bank and the Agricultural Growth Programme, 16 teams were trained to collect soil samples from across the country. Third, the national soil testing laboratories across Ethiopia were trained not only in wet chemistry, but also in using spectrometers and atomic absorption machines for high-quality soil testing.

Ethiopia not only developed a digital soil map across the country, it also made the strategic decision to create a fertilizer blending industry to ensure that fertilizer that meets the requirements of smallholder farmers is produced within the country. This blending industry, again with the support of the World Bank and the Agricultural Growth Programme, focuses on five farmer cooperatives—farmer-owned associations that would create blended fertilizers for their communities. In addition, with the support of the USAID featured programme, these cooperatives are being trained to run the fertilizer-blending facilities as efficient, financially sustainable businesses rather than as social enterprises.

Development of the fertilizer-blending industry started only one year ago, but one blending facility is already operational, and the other four by 2015. The speed in developing the industry has created backward and forward linkages and opportunities for small and medium-sized enterprises in the emerging fertilizer-blending industry. At the same time, it has encouraged fertilizer companies from Canada, Europe, Israel, and the United States to look for opportunities in this emerging industry. This is one example of a partnership that can create business opportunities further down the agricultural supply chain and create industrialization at the rural level.

A second example exists at the output side of the value chain. Two years ago Ethiopia was approached by the World Food Programme (WFP) Purchase for Progress Programme, which aimed to source maize from the local population's surplus for food in insecure areas in northern Ethiopia and East Africa. Through a partnership with WFP, the maize belt in Ethiopia was supported through the national public extension system to provide detailed information to smallholder farmers on increasing their productivity and production. The cooperatives in those communities were strengthened to enable aggregation of their production. But they needed working capital to do it. Thus, a partnership was created with the Commercial Bank of Ethiopia, which used the collateral from the purchase agreement with the WFP to provide liquidity for the cooperatives to actually do the aggregation. A third partnership was created with two NGOs to build the capacity of the cooperatives not only for aggregation but also to meet WFP quality standards and look at processing and value-addition opportunities. This linkage created an opportunity for smallholder farmers to produce at the highest level, for cooperatives and farmer-owned associations to aggregate, and for the WFP and large institutional buyers to buy directly from cooperatives owned by smallholder farmers. This project's success has created opportunities for other processes and institutional buyers to consider the same type of alliance in other crops—coffee, sesame, wheat, or other high-value crops—to partner and create these kinds of opportunities for businesses as well as smallholder farmers across the country.

Another presenter talked about a PPP where public goods were provided by the government to enable the private sector to be more effective and to quickly scale up. The two examples I have given show the types of public goods that Ethiopia has been providing to the private sector. Creating maps that identify exactly what nutrients were missing in different parts of the country creates an opportunity for blending facilities to meet the demand of farmers. Otherwise, it would have been too expensive for individual blending facilities to create maps across the country. Ethiopia is investing in a public good that increases the investment of the private sector. On the output market side, the role of the government has been one

of coordination. Bringing together actors in the maize value chain, from the smallholder farmers and the public extension system, the cooperatives and buyers on the back end of the value chain, to come together and identify what the market needs and how to meet that need by training both the cooperatives and the smallholder farmers. These types of PPP exist both in the supply chain in the agricultural sector and also further up the value chain in the agro-industrial zones and parks.

Mr. Todd Benjamin

It is a fantastic idea to engage in digital soil mapping. This approach ensures the right seeds with the right type of soil, which creates more efficiency, more employment, and more income. And you are linking these small farmers with external markets to make sure that they know the type of goods that they need.

Mr. Khaled Bomba

Ultimately it is a market-driven approach. We are trying to move our smallholder farmers from subsistence farming to producing for the market. The farmers need to know what the market demands and what the system needs to provide the seeds and fertilizers to meet that demand.

Mr. Todd Benjamin

Mr. Yirdaw, CEO of MIDROC Ethiopia, I would like to hear your thoughts on how we can better use the private sector through partnerships within Ethiopia to create employment and help Ethiopia to become a middle-income country by 2025.

Dr. Arega Yirdaw, CEO, MIDROC Ethiopia, Ethiopia

The private sector is recognized as an engine for industrial development and also as a sector under development. It requires further institutionalized capacity building to fully play its expected role among other partners to the government in preparation of policies and strategies. The perspectives of the private sector enhance the government–private sector relationship. The government development strategy—the GTP—has been participatory and inclusive of the private sector. We expect even better participation during the next GTP.

The current industrial development strategy and roadmap clearly seeks to address some of the constraints experienced and expressed by various private-sector players of small, medium, and large scale. I say some, because constraints such as availability of power, logistics, and dealing with import and export activities are still there, but are being given due attention to improve our working environment. When it comes to collaboration between government and the private sector to attract the interest of the private sector, the government, despite its obvious constraints, has demonstrated its determination to enhance private-sector involvement in developing the country. The government has ensured political stability and protection of private-sector interests. Furthermore, massive infrastructure-development activities have created a conducive environment for private investment.

But considering that Ethiopia is landlocked, the focus on mass and rapid transportation and the development of skilled human capital requires serious attention and intervention to meet the demands of the private sector. A public–private sector secretariat at the Ethiopian Chamber of Commerce mitigates deadlocks and organizes with the government. Continuous revision of laws and regulations pertaining to private-sector activities has enhanced private-sector performance and requires continuous attention. Relevant structural and operational adjustments have been made as needed to facilitate private-sector operations.

The recent upgrading of the investment authorial commission, chaired by His Excellency the Prime Minister, is just one example of the significant steps toward strengthening and expanding regulatory and institutional arrangements that facilitate private-sector growth. There is a biannual forum chaired by His Excellency, the Prime Minister, to address private-sector concerns in a question-and-answer session with

relevant ministries and the Chamber of Commerce. More frequent meetings are needed to address issues in a timely manner. The private sector is encouraged by proper incentives to become involved not only in the export but also in the import of substitution activities that will improve the availability of hard currencies needed by the private sector.

Expanding public and private higher-education institutions is critical to producing qualified young employees to satisfy the private sector's human-capital needs and to improve the performance of private investments. However, more needs to be done to make skilled individuals available, which will improve productivity and quality for export markets.

The private sector recognizes UNIDO's immense contributions and welcomes the new ISID Programme for Country Partnership, especially in achieving the poverty eradication goal in the post-2015 era. The private sector appreciates the rationale of the ISID partnership approach, which shares the responsibility of raising the living conditions of the poor in Ethiopia.

The new ISID approach will require the private sector to play an active role—a welcome challenge. The private sector is one of the ultimate beneficiaries of UNIDO's assistance, just like the relevant sectoral ministries and institutions engaged in sustainable industrial development. UNIDO's support has been instrumental but needs to be expanded and scaled up for more impact, which can be done through the new ISID PCP. This approach will help us market our products by engaging in the international market and by exporting our unique organic and environmentally friendly products with labelling and packaging that will satisfy our customers. The private sector and other partners fully support the multi-stakeholder partnership to achieve inclusive and sustainable industrial development as presented in the new ISID programme.

We are happy that Ethiopia has been selected as one of the pilot nations for the PCP. This programme will motivate improvements in product quality and productivity in our sector and we are eager to play our role to make ISID a success.

Mr. Eugene Owusu, UN Resident Coordinator, Ethiopia

A country whose bold and transformative vision should act as an inspiration for all of Africa, Ethiopia is indeed a country in a hurry to develop. Ethiopia has the bold ambition to become a middle-income country in the next 10 years, and to become a carbon-neutral climate-resilient economy.

As the UN in Ethiopia, the government truly challenges us to be bold and innovative in our support of its ambitious agenda expressed in the GTP. We are a large country team—26 agencies in total—indeed the biggest country team in Africa, and UNIDO is strongly represented on our team.

Our strategic plan is framed in the context of the four pillars of the UN Development Assistance Framework. The pillar on sustainable economic growth and risk reduction includes private-sector development—our work on SMEs, diagnostic policies, logistics, and manufacturing and industry, led to a large extent by UNIDO. One intervention in this domain is a comprehensive Programme of Entrepreneurship that aims to train and equip some 250,000 entrepreneurs over three years. This programme was inspired by the vision of His Excellency the Prime Minister, and is not only about training, but also about smart business advisory services, enhancing access to finance for entrepreneurs, and connecting entrepreneurs to sources of innovation.

To strengthen industrialization, manufacturing is the priority for the Government of Ethiopia. Ethiopia has made significant development gains over the past decade, but has it undergone a significant transformation? The challenges and opportunities of demographics need to be considered—our vast young population, job creation in rural areas, the relatively small contribution of industry to GDP. When we look at them together, we see how expanding industrialization is essential—not only to help Ethiopia to foster inclusive growth but also to create much-needed job opportunities. That is why the new focus on partnerships for inclusive industrial development is important for all of us.

If well targeted, UNIDO's limited technical capacity can catalyse resources to support inclusive and sustainable industrial development. UNIDO is particularly useful, for example, in assessing projects, identifying bottlenecks and overcoming them, and helping pilot initiatives that can be scaled up. A strong UNIDO country office is not enough to achieve the grand vision of ISID. We must develop smart partnerships with sister UN agencies, with governments, with the private sector, with multilateral banks, with NGOs, and with new and emerging donors, to build on and extend the impact of UNIDO's support and technical competencies.

Central to these partnerships is the role of government, which needs to own and lead national ISID strategies. The Government of Ethiopia is truly committed to providing the requisite leadership.

UNIDO will lead the UN support in realizing Ethiopia's national ISID strategy and in developing an integrated impact investment plan with relevant partners. UNIDO will not walk alone on that path. Different parts of the UN system in Ethiopia will support this agenda and help the government establish an enabling environment for its plan. As we prepare our new business plan, we will align our plan with the government's new development plan and seek to mirror its emphasis on industrial development.

Investing in knowledge and innovation is imperative in supporting the inclusive and sustainable industrial development agenda. Innovation does not happen by chance, nor does it happen in a vacuum. Innovation cannot be legislated. It takes deliberate policy actions. It takes enablers, positive incentives, and entrepreneurship. For ISID to fully succeed in Ethiopia, as elsewhere, smart actions, decoding knowledge, and innovation are required.

The UN country team stands ready to work with UNIDO, with the Government of Ethiopia, and all partners to leverage, customize, and apply requisite innovation to underpin the ISID agenda in Ethiopia. We will be a conductor of knowledge and innovation. As we succeed in implementing ISID, we will channel the enormous potential of industry to help reduce poverty and achieve development in Ethiopia.

Mr. Guang Z. CHEN, Director, World Bank, Ethiopia

Many people talk about Africa's impressive growth over the last decade. Much of this growth has happened on a broad base and, in the case of Ethiopia especially, 10% growth over a decade is unprecedented. If we look at Ethiopia's history over the last 60–70 years, only the last 10 years have seen this broad-based, sustained growth.

I have worked in Ethiopia for the last three years and I can attest to this impressive record. We have heard the government's determination to transform Ethiopia into an industrial-based economy. This is a very important path, embarked upon almost 10 years ago, and the country has made enormous gains during that time. However, much still needs to be done.

There are many reasons that industrialization is not happening as fast as we would like, in Ethiopia or in other African countries. In Ethiopia, we come from a very low base and the manufacturing sector still represents only 5.5% of GDP. To reach the 18% target, much still needs to be done. A comprehensive approach is needed to create an environment conducive to achieving this goal.

Ethiopia has comparative advantages, such as low labour costs. But other factors are necessary for attracting investment, such as reasonable logistical costs. The government is committed to policies that will attract and retain foreign direct investment. However, implementing these policies and reaching a series of tenable measures is also very important.

The World Bank Group is working with the government to draft the necessary laws to establish economic zones. A cornerstone of our support, in addition to technical assistance and analytical work, is US$250 million for a job-creation project, approved in the last fiscal year, supporting industrial zones and promoting cross-cutting measures in expanding industries. In our effort to create industrial zones, we

apply lessons from other countries, especially China, the Republic of Korea, and Malaysia.

These industrial zones have demonstrated that many obstacles of the early phases of development can be tackled by a collective effort. This project provides more than funding for the infrastructure of industrial zones. It also works with the government on investment promotion, backward linkages, and promoting local industries to become suppliers and part of the value chain of large industries. This project addresses job creation as the key challenge for Ethiopia. We hope that SMEs will act as local suppliers for businesses in the industrial zones.

It is important to lay out a good framework for promoting industrialization, but the programme needs to be implemented expeditiously. I call upon our partners, particularly UNIDO, to work together and use this project as a catalyst for promoting inclusive and sustainable industrial growth. This important transformational engagement for the World Bank Group will support Ethiopia's industrialization.

Mr. Todd Benjamin

If we are to be successful in this partnership, it cannot be only about design; it has to be about implementation, as this will create jobs. Even though Ethiopia is making strides, there are still challenges and things that need to be done.

Mr. Adamou Labara, Resident Representative, International Finance Corporation (IFC), Ethiopia

Creating shared prosperity is one of the core visions of UNIDO, the World Bank Group, and the government. It means developing local value and supply chains and working directly with large and core companies along the value chain by providing long-term funding, and environmental and social expertise, including linkages with SMEs. It also involves providing long-term funding and management skills to SMEs through financial intermediaries and local training institutions. Furthermore, it involves strengthening the ability of the local financial sector, both public and private, to adequately respond to the requests and needs of the existing and upcoming sectors. It entails providing long-term financial resources in local and foreign currencies in addition to providing capacity building.

We had several joint field visits with the UNIDO country team, and we have coordinated with our World Bank colleagues and consulted with various ministerial departments such as trade, agriculture, industry, finance, and economic development. We have also consulted with institutions such as the Investment Promotion Agency and the Agricultural Transformation Agency and we have identified a number of suggestions, summed up in a proposal worth US$550 million. We are currently discussing the details of this proposal.

The two main components of the proposal are financing and capacity building. The financing has three sub-components. The first is a swap with the National Bank that will give us local currency, enabling loans to non-export-oriented companies in various value chains. The second is providing long-term foreign currency export funding to the Commercial Bank of Ethiopia to increase their capacity to deal with export-oriented companies, including SMEs. The third is providing long-term foreign currency funding to local private banks to again increase their capacity to lend to export-oriented companies.

The proposal does not require any government guarantee, so IFC will take the risk. The proposal will complement the work of the Development Bank of Ethiopia and will strengthen the ability of other players in the market to respond quickly to the financing needs of investors.

The government has been successful in raising the interest of investors in the selected subsectors. However, the country is competing with other regional and international destinations. In the textile sector, for example, one leading U.S. company and its suppliers are thinking about a US$500 million investment. Adding the companies from other countries, we would be talking about billions of dollars. If Ethiopia could make the availability of financial services part of

the proposition, it would be more attractive to investors and IFC involvement would increase the readiness of the financial sector.

The IFC has a "billion programme," to which we bring additional financiers to collectively merge IFC's contributions. So if we are providing US$50 million, we might be able to raise US$1–$1.5 billion. Indeed, IFC remains interested in funding potential PPPs for zone development as well as individual companies within the zones. We expect those companies to require the IFC minimum project size of US$5 million.

In the second component, capacity building, there are four sub-components. The first is risk management. To build the capacity of the banks, you need to understand the risks, such as interest-rate risks, credit risk, foreign exchange risk, and asset and liability management. The second is corporate governance—the role and responsibility of the board of directors, including various committees in the banks. The third is SME lending—cash flow versus collateral, what to monitor, and how to appraise SMEs. The fourth and most important is enhancing the environmental and social appraisal capacity of local banks. Almost all projects require some form of bank financing. Better-equipped banks are able to raise the compliance level for environmental and social issues.

Once implemented, our proposal will be the first of its kind in sub-Saharan Africa. This will be the first time I have seen the government's objectives and the availability of resources align to make it happen.

Mr. Todd Benjamin

How will UNIDO's partnership model facilitate what you want to achieve?

Mr. Adamou Labara

At IFC we have the funding. We can provide the capacity building on management skills. UNIDO will complement that capacity building on technological upgrading and other skills. That is the key to partnerships when developing different value chains.

Mr. Todd Benjamin

This is a good example of a win-win situation for the IFC, UNIDO, and the Ethiopian government.

H.E. Mr. Kazuhiro Suzuki, Ambassador of Japan in Ethiopia

Ethiopia is receiving increased recognition as a rising economic star in Africa. However, until very recently the Japanese business community did not share this opinion.

The turning point was Prime Minster Abe's visit to Addis Ababa in January this year, accompanied by a number of Japanese business leaders. Since then, I have been responding to requests from the Japanese business community to brief them on the current economic environment in Ethiopia.

What caught their attention and what impressed them about Ethiopia? We usually show a video clip made by our embassy about the largest, most modern and comprehensive garment factory in Ethiopia, owned by a Turkish company. The video shows the level of automatization, the special machinery, and the scale of the factory. For Japanese business executives this is usually a stunning revelation. And the video helps those who know the garment industry to understand the development stage of Ethiopian industry.

After showing the video, I usually present the data, which again surprise them. One surprising fact is that the population will reach more than 100 million in 2017–2018. Ethiopia's quality of labour and the investment costs, usually the most important factors for businesspeople, also impress Japanese businessmen. Both the electricity rate and the factory rent usually stand out in comparison to countries such as Bangladesh and Myanmar. Ethiopia is also attractive for its low labour costs, and a wage level far lower than in other emerging economies, such as India, Vietnam, and Indonesia.

However, if the wage level increases too rapidly, the comparative advantage will soon disappear. Comparing Ethiopia with other emerging economies based on per capita income and projecting an average annual growth rate of 6%, it would take Ethiopia

more than 30 years to reach the development level of Indonesia. However, if Ethiopia can maintain an annual growth rate of around 8%, it will reach the middle-income country threshold in about 10 years, as envisioned in the government's current growth programme.

So the sooner investors come to Ethiopia, the larger the return on their investment. The labour-cost advantage of Ethiopia will become smaller the later the investors engage there. As mentioned by Mr. Chen of the World Bank Group, transportation costs are a challenge for the Ethiopian economy. However, Ethiopia's proximity to Europe also presents an opportunity. Ethiopia also has a good security environment, occupying the top security ranking in Africa. A fair income distribution furthermore represents a base for social stability.

Ethiopia's vision is to become a leading African nation in manufacturing in general, and in light manufacturing in particular. However, if the increase in wages exceeds the increase in productivity, Ethiopia might fall into the middle-income country trap. Therefore, productivity gains are key to sustainable growth.

For this reason, the Japan International Cooperation Agency (JICA) in Ethiopia has emphasized human-resource development projects, such as Kaizen. Ethiopia's government has also established a national Kaizen council. Since Kaizen is also a management philosophy, it can be applied to administrative procedures in the government, which may improve the doing-business environment for investors in Ethiopia.

For education, the emphasis may shift gradually from elementary school education to more applied fields. As industrialization proceeds, Ethiopia has seen a gradual decline in grant aid from donors while also experiencing rising influx of private funds. Therefore, we need to recalibrate our priority areas. Donors and partners need to enhance aid effectiveness by packaging technical assistance, grants, and loans; inviting potential actors for PPPs; and encouraging and promoting further FDI. Ethiopia's efforts to improve its image are important, and Ethiopia could increase those efforts. To this end, JICA has been trying to strengthen Ethiopia's national branding strategy through a champion product project.

Numerous areas remain for cooperation between Japan and Ethiopia. We have not yet cooperated with Ethiopia utilizing its various financing schemes. While Ethiopia continues to grow rapidly, recalibrating priority areas has become important for all donors and partners. We need to expand cooperation with various actors, government donors, private enterprises, and NGOs. And we need to cultivate new areas of cooperation, which are key to sustainable industrial development.

Mr. Admasu Nebebe, Director, UN Agencies and Regional Economic Cooperation Directorate, Ministry of Finance and Economic Development, Ethiopia

The vision of building a green and resilient economy and becoming a middle-income country by 2025 is being translated into action through a series of medium-term plans—the GTP. The vision states that industry will play a key role in economic growth. The GTP aims to create the conditions for industry to play this key role. But what do we mean by creating the conditions, and how has the country translated this into action?

First, look at our actions—creating an enabling environment; investing in clean energy and education by assigning 20–25% of the national budget over the last several years to education; training the workforce for industrial requirements; building roads, telecommunication networks, and railways; and connecting ports to improve our competitiveness.

Second, we have established institutions to help the private sector improve its competitiveness. The government has introduced several incentive mechanisms to attract both domestic and international investment. The government has also identified key challenges to strengthening the competitiveness of the economy, such as logistics and transportation, as

identified by the World Bank. With the support of UNDP and the World Bank, we conducted a diagnostic study to identify key limiting factors, and we are developing a strategy to address the issues affecting logistics and transportation.

Another area to improve is access to finance for the private sector, especially in rural areas. We are establishing a national committee to develop a national financially inclusive strategy for the country. Entrepreneurship development has been identified as an area that can facilitate knowledge and skill development in the private sector. With the support of UNDP, Ethiopia has opened an entrepreneurship training centre.

All these actions are about creating conducive conditions for the private sector. We have now created very favourable conditions for partnerships on the ground. UNIDO's new initiative—ISID—can help build on what is already on the ground. We have a strong coordination mechanism with our partners in the country, and several dialogue structures have been created through the Ministry of Finance and Economic Development.

One of these dialogue structures, the high-level forum, brings together all partners—such as heads of ministries of developed and emerging countries, and heads of agencies—to discuss policy and strategic issues. These high-level forums foster cooperation by sharing perspectives of both government and partners.

Another dialogue structure is the sector working group. About nine sector working groups have been set up to implement sector programmes and policies and harmonize donors in specific sectors. These working groups use a sectoral approach rather than previous fragmented approaches. One working group created under the Ministries of Industry and Trade focuses on private-sector development. ISID should be discussed in this working group, and UNIDO can help lead these discussions. Thus, we have already established a sector working group specific to this initiative and we will build on it.

Ms. Josephine Ngure, Resident Representative, African Development Bank

UNIDO's initiative is well aligned with the African Development Bank's strategy for the next 10 years, focusing on inclusive growth and a gradual transition to green growth. We look forward to operationalizing our own 10-year strategy and finding synergies with the ISID partnership programme, especially in Ethiopia. I thank UNIDO for selecting Ethiopia as one of the pilot countries, as Ethiopia is one of the main recipients of funding from the African Development Bank. It is also a strong performer in its development programme and is a country with a clear vision that strongly incorporates industrialization.

The African Development Bank has supported Ethiopia's objectives under the GTP and under previous development plans. We are now undertaking four main activities in a five-year strategy from 2010 to 2015. The strategy focuses on two key pillars, both aimed at creating a business-enabling environment and supporting the government in attracting the private sector. The two pillars are infrastructure development, and governance and accountability. We are financing infrastructure operations, promoting regional integration to expand markets, and expanding private-sector participation by improving the business climate. We are also generating knowledge to support the government and ourselves in improving the effectiveness of our development operations.

More than 70% of our operations are in the energy and transportation sector because creating an enabling environment for business and attracting the private sector requires the right infrastructure. The government's considerable spending on infrastructure shows that it understands the importance of infrastructure in promoting development and industrialization. We are helping the government build roads and extend the power transmission system nationwide. We are connecting Ethiopia with neighbouring countries to expand the market for exports, reflecting the government's vision of export competitiveness.

We are also supporting trade facilitation. A one-stop border post in Moyale, for example, has been

operationalized in cooperation with the governments of Ethiopia and Kenya, as part of financing the Nairobi–Mombasa–Addis Ababa corridor. On the Ethiopian side, the corridor is 600 kilometres long and financed by the African Development Bank. The corridor is aimed not only at providing Ethiopia with modern infrastructure, but also at helping Ethiopia access the port of Mombasa, which provides access to neighbouring countries as well as markets all the way to South Africa.

We are also engaged with the government in flagship studies aimed at improving the effectiveness of our operations and helping the government find better ways to allocate and optimize resources. We have finished one study on energy and are planning another on transport, looking at the logistical challenges. We recently completed a study on the potential of PPPs, and the government has agreed to take the report's recommendations forward. One recommendation was the establishment of an institutional legal and regulatory framework to attract the private sector into PPP operations. This study will help the government devise a more systematic and coordinated approach to current and future PPPs. The challenge that the government has taken on requires both public and private resources, and we hope the institutional and legal regulatory framework will provide the capacity for the government to negotiate and attract the private sector.

We are also supporting the government to attract technical support in transactional advisory services for PPPs. We do this with our sister organization, the Africa Legal Support Facility, which is supporting negotiations on the biggest geothermal power project in the country. We hope to do more of this as we implement the recommendations of the PPP study.

In our regional integration interventions, we are working to expand market access. When we think of industrialization, we also think of helping the country to step up exports. This makes access to markets in the region, as well as outside the region, important. At the same time, we are working with the government and other parties in the East African power pool to improve access to energy for the region and for the companies in the country. For institutional capacity building, we have also helped establish a joint corridor development commission between the governments of Ethiopia and Kenya, again as part of the previously mentioned road corridor. The commission will manage the corridor to the port and make sure that the one-stop border post functions as it should—as a trade facilitator, to ensure a seamless flow of goods and services between the two countries.

The Bank finances both the public and private sector. Although we have not done as much as we would like in financing enterprises, we have financed a company in the construction and transportation sector, which we judged critical to demonstrate the potential of the private sector in Ethiopia. We are looking forward to working with partners such as UNIDO to scale up the contribution of the private sector and access the necessary finance.

We welcome UNIDO's initiative and believe it will help us move countries forward and realize their vision in a sustainable way.

H.E. Mr. Giuseppe Mistretta, Ambassador of Italy in Ethiopia

UNIDO brings together Ethiopia and Italy to create synergies. We are very satisfied with this partnership. Half our cooperation for Ethiopia's development is directed at a project to foster medium and small enterprises in Ethiopia. I believe that in Ethiopia, Italy is the largest contributor to the activities of UNIDO in the industrial sector.

There are four pillars of collaboration with UNIDO—the leather industry, the coffee value chain, agro-industrial parks, and women's participation in the industrial sector. Italy is also supporting a leather city in Mojo not far from Addis Ababa, where with UNIDO and the Ethiopian government we try to replicate clusters we have in Italy. Thanks to UNIDO, an Ethiopian delegation of representatives of authorities and entrepreneurs recently held a fruitful visit to Italy to get to know the clusters dedicated to shoes and leather. I congratulate UNIDO on their activities with Ethiopia and Italy.

H.E. Mr. Xie Xiaoyan, Ambassador of China in Ethiopia

Ethiopia is the second most populous country in Africa. It is crucial to speed up the industrialization process to achieve sustainable economic development, to create jobs, to reduce poverty, and to improve people's lives. In this regard, Ethiopia has several advantages. First, it has maintained political stability and social harmony, prerequisites for economic development. In addition, the economy has been strong over the last decade and this trend is expected to continue. Second, it has a strategic planning and a macro-policy framework that points in the right direction. The government is strong and can provide a strong leadership. The emphasis on developing infrastructure, manufacturing, and agribusiness will help the country to achieve the goal in a balanced way. Third, it enjoys advantages, such as being in the Horn of Africa with an abundance of water resources and fertile land. Its population is young and will, with proper training, provide a huge labour force at low cost for industrialization.

Of course, Ethiopia has some issues to deal with. The insufficient capacity of financial resources has put a strain on the government. Problems in taxation, logistics, and customs can hinder potential foreign investors. These are some of the problems that the government needs to consider and for which it needs to find solutions.

China is a strategic partner for Ethiopia. Cooperation between the two countries has yielded important results, including the establishment of the first highway, the first windmill, a railway link with Djibouti, telecommunications networks, hydropower stations and transmission lines, sugar factories, and agriculture projects. A Chinese private investor has established the Eastern Industrial Park in Ethiopia, now with about a dozen enterprises in operation and more to come.

The Chinese government firmly supports industrialization in Ethiopia. China will assist in establishing special economic zones and encourage Chinese businesses from both the public and private sector to invest in Ethiopia, especially in the manufacturing industry. Furthermore, China will provide technology transfer and training.

China will always adhere to the principles of equality and mutual benefit, respecting the will of Ethiopia and trying to meet its practical needs. A final point: China is open to trilateral or multilateral cooperation and China is ready to cooperate with UNIDO.

Mr. Jiang Xiaobing, Vice President, CGGC Gezhouba Group

China Gezhouba Group Cooperation (CGGC) was established in 1970. Operating under the State Electricity Regulatory Commission of the Chinese State Council, CGGC's main business areas are water conservancy; hydropower; and thermal, nuclear, and wind power. Other businesses are mechanical and electronic installation, electricity transformation and distribution, highways, railways, bridges, airports, ports, shipping lanes, industrial and civilian construction, and engineering projects. Other strong capabilities lie in financing and investment to satisfy the demands of global customers. CGGC has contributed to huge construction projects, such as the Three Gorges Dam, the biggest hydropower project in the world. CGGC is the fastest-growing transnational corporation in China. In 2013, the total value of assigned contracts was RMB 119 billion.

From 2006 to 2012, CGGC signed and implemented 10 projects in Ethiopia in constructing roads, railways, and distribution power plants, with a total value of investment reaching RMB 9.53 billion. We participated in various aspects of the projects and tried to solve funding issues. We provided solutions for constructing power infrastructure based on the needs of the Ethiopian government and people. In previous international projects, we were mostly engaged in financing and rarely took part in design. CGGC now seeks to plan with our partners. We hope to help our partners achieve a comprehensive solution combining coal, heat, and power so that more effective, environmentally friendly, and energy-efficient solutions are promoted.

As a business enterprise, we have limited capacity, but we are very willing to respond to UNIDO's call and contribute to the construction of durable power and water supplies. We have reached an agreement with the China-Africa Development Fund on a joint venture to develop an investment platform, which we are gradually building to become a pan-African platform to help UNIDO's African member states. I have a dream that through this joint venture, the nights will no longer be dark and the winters no longer cold.

Mr. Liu Hao, CEO of China-Africa Development Fund (CADFund)

I have been to many countries in Africa over the last 10 years and to Ethiopia four times to implement three successful telecommunications projects. I am very proud of these projects and of supporting Ethiopia. China Development Bank (CDB) is the largest financial institution in China and is focused on overseas investments and facility extension, and CADFund is the result of the China-African summit.

Based on my experience in Africa, especially in Ethiopia, I want to make four suggestions. As many other speakers mentioned, planning is the most important aspect in projects. The second aspect is improved infrastructure, as this is still a bottleneck for industrialization. The third is to speed up regional integration and share projects, such as telecommunications in bordering countries, which will help to speed market growth. Finally, I would like to suggest that UNIDO provide the CDB and CADFund with more guidance and ideas on how to participate.

Mr. Gerald Enzinger, CEO, Helioz GmbH

I am leading an SME and we have already established a partnership with an SME in Ethiopia, producing equipment for solar water disinfection for rural areas. I am very impressed by Ethiopia's long-term vision. However, existing SME partnerships could benefit from short-term improvements to the business environment, such as Internet and finance, which stimulate business development. These improvements would accelerate the growth of existing partnerships and favour the establishment of new partnerships.

Ms. Helen Hai, CEO of the Made in Africa Initiative, also representing a foreign investor group

Let me begin with a real Chinese investment story in Ethiopia. I came to Ethiopia in October 2011. From the decision to invest to production and export it took only three months. In the following six months we doubled the export revenue in Ethiopia in the shoe sector. By month 12 we had recruited 2,000 local workers and by month 24 we had recruited 3,500 local workers.

To describe what is behind this story, I will mention four points. Number one: We did not pick Ethiopia, Ethiopia picked us. The story started in March 2011, when the late Prime Minister Meles travelled to China, prompting us to consider Ethiopia. It was leadership and vision that brought us.

Second, it is far from easy to run a factory in Africa. The question is how to sustain investment in Ethiopia. Since we are talking about sustainable development, I would like to share a real story. When I first came to Ethiopia, the state minister from the Ministry of Industry took us to a rural area. When we saw the poor children in the schools, we decided to donate and wrote a check for US$100,000. However, the Minister returned the check, saying: "Helen, we don't want fish from you. We want you to come here and teach us how to catch the fish! We don't want this check, we want you to come here and help us create jobs."

The ministers have a very busy schedule in Ethiopia, but sometimes when I called them in the evening they invited me to their offices at seven o'clock in the morning. If the minister comes to the office earlier than the cleaning staff, this shows real commitment, and this commitment convinced us to stay and work together on Ethiopia's challenges.

The third point is on the importance of successful examples. Ethiopia's Eastern Industrial Zone struggled for four years to attract investors in the export

business. However, after successfully building the shoe factory, last year Ethiopia built its first industrial zone. In less than three months, and without any promotion, the 22 factory units were all leased to international buyers from China, Bangladesh, India, and Turkey. This is because success brings success.

The last thing I would like to point out is strong entrepreneurship. I have spent 12 years in Europe training and educating. Chinese and European entrepreneurship can be compared using the following analogy: If a European entrepreneur stands before a tiger, they would use their laptop to study and analyse the tiger and then decide how to defeat it. However, if a Chinese entrepreneur stands before a tiger, they would jump on top of it and then decide how to defeat it.

In summary, I believe in strong leadership and sustainable commitment. This will bring Africa, and Ethiopia, from dream to reality and from vision to action.

Mr. Dan Lejerskar, Chairman, EON Reality

As an entrepreneur, I have been in Sweden and now the United States for 15 years. I gained first-hand experience of the Ethiopian business climate, and I am optimistic. However, I also see challenges, and one of the biggest lies in skills and capacity building. This is why we as a company, with UNIDO, have focused on rolling out knowledge-transfer projects. In the latest project with the Volvo training centre, we use virtual and augmented reality to teach students to repair Volvo diesel engines twelve times faster than with books.

Over the last 25 years I have had the pleasure to work with simulations and virtual reality. I have seen how US$50 million aircraft simulators now become 27-cent simulators in Ethiopia on my mobile phone. It is not teaching by telling, but teaching by showing. We could not have come to Ethiopia at a better time, because many exciting things are happening in virtual reality. Facebook, Google, Sony, and Microsoft are all ploughing billions of dollars into these technologies for very different reasons. Our company is focused on one thing only, knowledge transfer.

We are currently the number one software supplier in knowledge transfer. We have built the largest network of developers around the globe in knowledge transfer with more than 55 governments. We have also built the largest library, jointly with governments, with more than 7,000 applications specifically focused on technical vocational training (TVT). Last year, after 14 years of piloting in Africa, we made a big decision to invest in a programme called Learn for Life. The focus of Learn for Life is to help countries that need this technology most, but we provide it at a fraction of the cost compared with the United States and other countries. To summarize our experience, I would like to give you three key points. We have seen students understand faster—up to twelve times faster than learning from books. We have seen students remember longer—up to 35% higher retention rate. And we have seen students make better decisions.

As to the benefits of this programme, I would like to mention three key points. In Ethiopia we are running a pilot project to make students more employable by matching what is taught in school with what industry needs. All companies need specific things, and the key is to teach those specific things. The second issue is qualified job creation. The third issue is the competitive advantage for companies that have established themselves in Ethiopia.

Our board has just approved two lines of funding in Ethiopia. The first contains US$10.2 million to set up a centre that focuses exclusively on knowledge transfer. The second is called the knowledge bid initiative, which aims to reach out to 20% of students in Ethiopia, for whom we will donate up to 90% of the cost of access to the library for knowledge transfer in TVT. If we can reach a level of 20%, this will translate to an annual contribution from our side of US$216 million.

If someone told you as a child that when you grew up there would be software that could teach you everything about anything in three seconds, would you have believed it? It has happened. Google has made

information a cheap commodity. However, knowledge transfer is still a luxury mainly targeted by high-quality academic institutions. Our vision and dream with UNIDO is to make knowledge transfer a commodity that is available, accessible, and affordable for everyone in Ethiopia, and then extend it to the whole planet.

Session 3

Partnering for ISID: The case of Senegal

Mr. Todd Benjamin, Moderator

The second day of the forum will focus on Senegal and the new partnership programme designed to support the country's industrialization. Today's Senegal is a very different place than a few years ago. This first session presents the contributions of partners involved in this programme. They are focused on the structural transformation of the economy.

Mr. Ibrahima Wade, Director General, Officer-in-Charge of the Emerging Senegal Plan

Let me briefly introduce Senegal. Senegal is on a global crossroads, with access to every continent. And we are in a strategic position in West Africa with respect to air and maritime travel.

A number of different indicators highlight Senegal's economic progress and the government's progress in reducing poverty. From the World Bank's Logistics Performance Index (LPI) to the quality of court facilities, we have seen improvements. And we have improved the control of risks and costs of doing business.

Senegal is an island of stability in Africa—politically, in human rights and in press freedom. To understand Senegal it is important to underscore these assets.

The industrial sector represents around 20% of GDP. However, we are still lagging behind other countries in the sub-region and we want to close this gap.

Senegal is also a longstanding member of the West African Economic Monetary Union and ECOWAS. We play a major role in these different economic unions.

Senegal has huge agricultural and industrial potential. We are constantly improving the business climate. According to the World Bank's Doing Business index, we improved 10 places in the 2015 classification. You can set up a company in Senegal in one day and transfer property in 50 days. Property rights are protected. Building permits, which are important for investors, take only 40 days. Authorization for cross-border trade takes 10 days. There is no discrimination between nationals and foreigners and no limit on the number of expatriates that can be recruited.

The Emerging Senegal Plan (ESP) is built on three axes—inclusive growth, human development, and good governance. We have a roadmap with technical and financial partners, including the World Bank, who are helping us improve our attractiveness for doing business.

If you imagine Senegal as a house, it is built on firm foundations for growth—on employment, social understanding, and tolerance. Upon these foundations we are building our energy strategy, human capital, and information and communication technology. We want to reach an annual GDP growth rate of 7–8% and GDP per capita that multiplies by 1.5 every year. The plan prioritizes six productive sectors and aims to create more than 600,000 jobs. The president provides strong leadership for the ESP's implementation and monitors the process through a dedicated delivery unit.

The ESP and industrial development go hand in hand. The ESP gives a dominant role to industrial development through a package of reforms that we have identified and analysed to define the sectoral priorities where we have an advantage. This study showed that we have manufacturing potential for exports.

Senegal is ahead of its regional peers Cote d'Ivoire and Algeria, and slightly behind Morocco and Tunisia. Our ambition through the ESP is to catch up with Tunisia. We have identified five value chains with strong potential for industrial capacity, value added, and job creation. These value chains are agro-food, chemical production, fabricated metals, textiles, and non-metallic mineral products. We looked at the prerequisites for industrialization in these sectors and

determined the resources needed to move forward in each sector. This will be part of our activities in the PCP with UNIDO. In industrial projects, Senegal is working toward integrated industrial parks. We have 27 major projects and at least 5% of the industrial sector will be involved.

We have already set up the first industrial park at Yamyaryo for agribusiness, textiles, and light manufacturing. Our aim is to have at least three industrial parks by 2018. We are cooperating with Justin Lin (Honorary Dean, National School of Development, Peking University) and his staff. They have helped us make a considerable profit in this industrial park.

We have an ambition and a vision for energy by 2025. By 2017 we should have some additional 500 megawatts available for industrial parks. To have nationwide industrial development, we need infrastructure. That means roads, highways, railways, and air infrastructure. We are going to develop our highways and roads. Industry needs energy and transport infrastructure so we can produce and get products to markets.

We want to promote industrialization that adds value, and in our country programme with UNIDO we work in areas where we have genuine comparative advantage. We have considerable mining resources and a strategic position in Africa. We want to be a hub for our region and for West Africa.

In cooperation with UNIDO, we have prepared an inclusive plan. We want to include young people and women, and we want to double the income of family farmers. We also want to increase the involvement of rural populations. We want 20 centres for craft development and kitchen industries. Through agribusiness and fisheries, we can create 250,000 new jobs. All of this will ensure an inclusive approach to the ESP.

Mr. Todd Benjamin

Two key challenges in Ethiopia are infrastructure and productivity. What are the main challenges in implementing this plan in Senegal and how can UNIDO help?

Mr. Ibrahima Wade

As we often say, you cannot open a company in one day, but in Senegal we can do it in one hour. Of course, we still have several challenges. The first is successfully implementing the ESP. We are fortunate to have the absolute support of an entire community of partners. When the plan was presented in Paris in February this year, the international community recognized its importance and the partners are in line with the plan.

The assistance and the commitment of the Senegalese private sector is very welcome, which is why we have representatives from companies in our delegation here, not only representatives from the government. We need to work on certain things—energy, for example—but we will turn these challenges into opportunities.

Mr. Youssou Diallo, Senior Technical Advisor, Ministry of Agriculture, Senegal

Senegal's development is based on agriculture, including animal farming, breeding, fishing, and forestry and associated activities in the agro-food sector, a driving sector in the country's economic growth. Senegal is a small country, located in the south Sahel region, and the climate allows us to cultivate in different seasons. The cultivation season, winter, lasts five to six months. Senegal has vast fresh-water resources of about 35 billion cubic meters, 31 billion in surface water, and 4 billion in ground water. Today, about 5% of this potential is being used. Senegal is a very flat country, with plenty of land suitable for agriculture.

Agriculture accounts for 6.8% of GDP, including animal breeding and fisheries. If we add agribusiness, the agro-sector contributes almost 20% to overall GDP.

Senegal produces a wide range of agricultural goods, from rice to millet, corn, sorghum, and peanuts. Senegal is the largest producer of peanuts in the world after China, Brazil, the United States, and Nigeria. There is also enormous horticultural potential. As part of the ESP, we plan to implement 150 targeted projects in high-value sectors in horticulture and animal breeding. Our aim is to position Senegal

as an exporting country for fruits and vegetables and to multiply our exports threefold, especially animal breeding and dairy products. These projects will be implemented through agricultural farms and community agricultural areas. We plan to add CFA 250 billion to GDP through these exports. We will also develop three cereal-grain production areas, in which we hope to be self-sufficient.

In developing agro-industry, we plan to implement three integrated agricultural poles to strengthen the added value of agricultural products and reduce dependency on agricultural imports. These agro-poles can create jobs and strengthen the export sector.

We plan to step up the agricultural sector programme in Senegal, focusing on self-sufficiency in rice and onion production by 2017. Peanut exports will rise to 150,000 tons per year. We also hope to focus on fruit and vegetable exports, exporting 157,000 tons by 2017.

Mr. Mamadou Lamine Niang, President, Chamber of Commerce and Industry, Senegal

With UNIDO we have set up clusters in a number of different sectors. Industry contributes approximately 20% to GDP, and in recent years we have faced difficulties because of the slow pace of reform in the business environment, inadequate technical support to SMEs, and a shortage of finance for small companies. In the ESP, we have addressed these problems in a regional industrial plan to speed up industrial development in Senegal through three integrated platforms. The government is dedicated to supporting these efforts and improving the necessary backstopping and support. The programme for industrial development was set up two years ago under the aegis of the president.

Senegal has improved on the World Bank's Doing Business index and is among the 10 best-performing countries according to certain criteria. The business climate will continue to improve, thanks to investment and reforms, and Senegal will have an even better ranking on the Doing Business Index in coming years.

We want to see annual GDP growth of 7% by 2017. We also want to attract FDI and private investment in industry and public-sector development. For this Senegal needs policy commitment and a healthy and dependable regulatory environment.

The private sector contributes to industrial development in Senegal and supports government initiatives and reforms as part of the ESP. UNIDO helps to strengthen the private sector's technical capabilities, enabling the government to increase the range and scope of projects. Cooperation between Senegal and UNIDO, particularly the Programme for Country Partnership (PCP), is one positive outcome of the ESP. We would also like to focus on developing local small businesses, working with both domestic and foreign investors.

A typical project based on the kind of partnership advocated by UNIDO, is the Industrial Upgrading and Modernization Programme for Senegal. As soon as this programme was contemplated by the government, the private sector and UNIDO adopted a synergistic approach. The cohesion of activities among stakeholders has gained momentum as the programme has developed, explaining why the upgrading office of Senegal is recognized throughout Africa as an outstanding example. And I am referring to this year because it demonstrates the relevance of the new UNIDO approach, that of ISID.

Mr. Babacar Ngom, CEO, Sedima Group

Sedima was established in 1976 as a poultry business. The company has become the largest producer of chicken in Senegal and has diversified into a range of products. We export poultry, chicks, and feed to countries in the sub-region. As recently as 1990, 100% of chicks were imported. Today, Senegal is self-sufficient in poultry production. Sedima ensures that food and animal feed is 100% produced domestically. Sedima, with the public authorities, works with many different stakeholders. The company has created 30,000 jobs and, due to growing demand, plans to create 5,000 more in the next five years. It is important for Senegal to produce food for the domestic market and I fully

support the policy of industrialization for boosting domestic production and for import substitution.

Mr. Tidiane Boye, Industrial Development Officer and Team Leader for the Programme for Country Partnership Senegal, UNIDO

UNIDO's multi-disciplinary team collected and analysed a large amount of information on Senegal's national development plan. Mr. Wade described the leading projects, in particular projects to transform industry. These 17 major programmes also showcase the role of UNIDO. We have projects in different sectors, such as agriculture and seafood. We are planning to develop eco-industrial parks and zones to attract companies, both domestic and foreign. These activities will create around 18,000 new jobs in the next 10 years, increase exports by US$230 million, and attract US$450 million in FDI. Finance will come from a mixture of PPPs and private investment. We also foresee the establishment of industrial parks, which will create 40,000 new jobs, US$1 billion worth of exports, and US$900 million in FDI. Financing for these industrial parks will amount to US$1.4 billion, 15% of which will be raised through a PPP and 85% directly from the private sector.

The underlying philosophy of the PCP is closely linked to that of the ESP, with key aspects related to ISID, such as skills and private-sector development, opportunities for youth and women, and a focus on local communities and local initiatives. The 2012–2016 programme includes agribusiness projects that aim at building productive capacity and investment promotion, as well as programmes relating to women, youth, and the environment.

Within the PCP, UNIDO is working with different stakeholders in three major areas—industrial development, environment, and energy. For industrial development, the programme will be implemented using different tools, including integrated agro-poles and industrial parks, private-sector development and clusters. Environmental goals will be realized through sustainable cities, agro-industrial parks, and the greening of value chains. From an energy aspect, we are looking at the potential for renewable technologies.

The principal coordination mechanism for these activities is a national taskforce comprising the main industrial representatives and the private sector. A partner and a donor working group, established as part of the PCP, will also encourage coordination to maintain sustainable efficient partnerships throughout the programme.

Ms. Bintou Djibo, UN Resident Coordinator, Senegal

I am pleased to be working in Senegal at a very crucial point in the country's economic transformation. The UN System in Senegal is committed to the implementation of ISID. The mission of the Director General in Senegal opened the door to a fruitful partnership with the UN System and has led to unprecedented hope for our country. In Senegal, UNIDO has conducted important work—for young people and entrepreneurship and technical assistance through the upgrading office. This has rarely been mentioned by our partners in the private sector. I would also like to mention the excellent partnership between the UN System and the Government of Senegal. The private sector in Senegal and international institutions are also partners. The private sector is at the very centre of this advisory group. Young people in our country aspire to a better life—sooner rather than later. We must meet this challenge to create a just and fair society.

This forum is based on the Lima Declaration, but it is important to mention other benchmarks. Senegal is working in the same areas as other emerging countries, such as Brazil, India, Russia, and South Africa. We put together an ambitious plan committing the Government of Senegal to transform the economy into high–value-added sectors with inclusiveness and sustainability as guiding principles.

We have talked today about opportunities and challenges. Land and energy are being developed and can contribute to our economic growth. We talked about the assistance that the government is providing, as well as industry, agro-poles, and industrial parks.

All these will help us move forward, and the benefits we expect are job creation. Sustainable inclusive economic growth means creating growth and added value. These are all elements that could boost our country.

The UN System contributes a partnership with the private and public sector, the government, financial institutions, and emerging countries. Emerging countries can also share experiences. There are three areas—political, strategic, and industrial policies reforming and establishing strategies and promoting investment through the UN System.

Dr. Vera Songwe, Director of Operations for Senegal, World Bank

ISID is making headway in Senegal. Senegal has 150,000 young people looking for work and 47% of the population lives below the poverty line. That is why we need growth. Growth generates jobs. President Macky Sall developed the ESP which, as the prime minister said yesterday, is an inclusive plan. A range of stakeholders contribute to the ESP and UNIDO. The World Bank and other UN agencies are honoured to be involved in the preparation and implementation of the ESP.

What does industrialization mean in Senegal and what are major challenges? Institutions and government are of prime importance. Senegal is doing well in the World Bank's Doing Business rankings, highlighting the leadership of the president, not only in developing the ESP but also in implementing it.

Transparency—it creates stability for the private sector. You can see the determination to set up strong and stable and credible institutions. The World Bank Group will be working with the Senegalese government. An important aspect of the ESP is energy. Energy costs 24 cents in Senegal compared with 12 cents in Ghana and 13 cents in Cote d'Ivoire. The ESP has a clear vision of how to lower energy costs and tackle both quantitative and qualitative aspects with an energy mix of gas, coal, and renewable energy sources.

The ESP is committed to agricultural land reform. Other local and international investors are willing to work in the agricultural sector. There has been a considerable increase in horticultural exports. The World Bank also wants to work on vocational training, such as centres of excellence to train young people to work in industry. The Bank is working with UNIDO on assessing and monitoring these training plans. We want to work hand in hand with the government and with UNIDO.

Mr. Mamadou Makhtar Diagne, Director, Private Sector Development Branch, Ministry of Economy, Finance and Planning, Senegal

The ESP financing arrangements are part of a five-year action plan. We established a high-quality public-private dialogue that enabled us to carry out reforms. We also established special economic zones, a strategic fund, and an ambitious housing programme.

To encourage private-sector investment, we will have tax credits for export investment. We will abolish certain taxes, promote investment with partners, and eliminate double taxation. With regard to mobilizing resources, the framework for cooperation has a three-year time frame, and projects are considered according to budget, sector, and geographical distribution. There are several reviews—an annual review with each investor and a quarterly review of projects. We also conduct a review of all donors and investors. With regard to the ESP, an €61 million project is being funded by the World Bank on inclusive and sustainable agribusiness. We will create a technical and financial working group under the Ministry of Economy and Finance, which will be the steering group for the partnership programme. We will need UNIDO's technical assistance to better implement this framework and build on synergies.

H.E. Mr. Aly Ngouille Ndiaye, Minister of Industry and Mining, Senegal

I am responsible for the implementation of the industrial programme of Senegal. Our target is 2035 and we have selected different drivers of growth. One aspect of the programme involves 700,000 hectares for a new airport, built in conjunction with an industrial park.

The Senegalese government has already identified a site and has been working with different partners over the past few months. The equivalent of US$40 billion will be invested to start this programme. It will send a strong message about the government's commitment to our potential partners.

Strong synergies can be achieved through UNIDO and the public and private sectors, the government and donors, and we are ready to rise to this challenge because it will enable us achieve growth and social inclusion, which are absolutely essential, particularly for young people.

Mr. Sidi Mohamed Ould Taleb, Director, Regional Office in Senegal, Islamic Development Bank (IDB)

The IDB is committed to supporting the government of Senegal on its journey toward inclusive industrial development. We want industrialization to be broad based and inclusive in terms of employment and the type of enterprises that are small, medium, and family based. We should acknowledge that doing business the usual way is no longer an option. The IDB has experience in the Middle East and North Africa that it is willing to share.

From our discussions and work in Senegal, we see an emerging consensus on what is not working and what remains to be done. The challenge is to address what to do, how to do it, and the time frame. When formulating an industrialization development strategy, it is important to choose sectors, products, and markets well. While the traditional European market is well known, there is also a huge potential demand for Senegalese products in the Middle East. Understanding the Middle East and North Africa market will be critical. The choice of market will determine the choice of product.

It is a mistake to look only to European markets when opportunities exist both domestically and on Senegal's doorstep, not least in ECOWAS countries. For Senegal, these neighbouring markets are low-hanging fruit that can also help the country learn and avoid costly mistakes at the international level. First, focus on local and regional markets because these are where a country already has an advantage. In purchasing power, there is huge potential in the Middle East to enter the African market, but traditional trading relations were weak Identifying new markets and how to access them will be critical. Representatives from the Chambers of Commerce of the Russian Federation visited the Middle East and North Africa to promote Russian companies and move into the halal meat market. There is a cultural and religious affinity that provides a head start compared with other markets. There are direct flights between Senegal and the United Arab Emirates.

My next point is about hard and soft infrastructure. Infrastructure needs to be appropriate to the sector it supports. To invest in horticulture, you must have the specific supply-chain infrastructure so the value of the product is preserved. Access to finance and financial instruments are second, particularly for small farmers, who need assistance to bring their produce to the point of sale. Insurance mechanisms are necessary to reduce risks. The last point is about the local private sector—they need to be encouraged to seek out new markets and investors. When a foreign investor comes, the first point of contact is the local private sector.

I would like to reiterate to the Government of Senegal that we are committed supporting sustainable economic development. The IDB is committing US$3 billion to Senegal over the next three years.

H.E. Mr. Filippo Formica, Ambassador and Permanent Representative of Italy to the International Organizations, Vienna

I served in Senegal for more than five years. I recall a country of enormous vitality and economic and human potential. Having heard interesting presentations, I cannot help but note Senegal's promising future. I am proud that my country has made an important contribution. In three decades of active cooperation with Senegal since 1985, Italy has financed successful projects with a value of more than €300 million. Until 2010, Italian assistance focused

on droughts and rural and social development. But three principal sectors have recently emerged as priorities in the partnership between Senegal and Italy: agriculture and rural development, social protection and human empowerment, and private-sector and local economic development. These sectors also represent the economic backbone for joint cooperation signed in Dakar in January. We foresee new interventions worth around €45 million. The development of the private sector and SMEs will support the modernization of agro-industries, trigger widespread economic growth, and create new job opportunities. We know that multi-stakeholder partnerships are necessary to achieve sustainable results in the long term, and we look forward to further collaboration with UNIDO in implementing its PCP in Senegal.

Mr. Todd Benjamin

Aid has been focused on AIDS prevention, social issues, and medical issues. This is important, but we need a focus on industrialization and development. Can you tell us about some of Italy's initiatives for SMEs in Senegal and how the partnership can work between UNIDO, Italy, and Senegal?

H.E. Mr. Filippo Formica

My experience in the country was with the private sector. Projects in the fisheries sector were important because Senegal has great potential in this sector. We were also actively cooperating with the private sector in the housing industry. We continue to work in three main sectors: fisheries, housing, and agro-industries.

Mr. Todd Benjamin

Is it money or knowledge transfer they need?

H.E. Mr. Filippo Formica

Senegal has high-quality human resources. What is important is investment.

Mr. Yuan Lin, Director General of International Cooperation, China Food and Drug Administration (CFDA)

In the past years, my department has had some twinning programmes with African countries. In the near future, we want to raise standards in Senegal. We want to set up a training programme for African countries. One of the most important of these programmes is a vice minister–level training course to be held in Beijing next year.

Mr. Todd Benjamin

Are these training programmes knowledge transfer—are you helping to set standards for the pharmaceutical industry in Senegal? How are you bringing value-added in these training programmes?

Mr. Yuan Lin

We want to help countries like Senegal to be independent and transfer our technical standards, such as laboratory tests for pharmaceuticals.

Mr. Todd Benjamin

You are from a government agency, but are you willing to do joint ventures in Senegal to help build and pay for a pharmaceutical plant?

Mr. Yuan Lin

It is difficult to say. We are in charge of quality of food and drugs. We do not have the responsibility to send money or to help make joint ventures for foreign countries. But our administration would like to encourage Chinese national pharmaceutical firms, including the private sector, to collaborate with African countries like Senegal.

Mr. Todd Benjamin

It is not only always about money. It is about knowledge transfer, innovation, and technical expertise. All these things are important in the development of industrialization. What you are providing is the potential to move up the value chain in pharmaceuticals.

Mr. Kalilou Traoré, Commissioner for Industry and Private Sector Promotion, ECOWAS

I would like to say a few words about the ISID initiative. We have great hopes for this initiative and we hope it will truly have an impact on the industrial challenges we face—particularly by helping our countries overcome the adverse effects of our economic policies, where we import most manufactured goods, export commodities,and raw materials, and process nothing. This is a source of poverty in our countries. Therefore, we are extremely hopeful that ISID will reverse this model and stimulate national and international energies to improve the situation.

The second point is that Senegal is one of the leading countries of ECOWAS, which has 15 member countries and 300 million people. This pilot country programme with Senegal can spearhead partnerships with other ECOWAS countries.

The third point is about the regional approach and the very concept of ISID. ECOWAS was set up by states to address issues that could not be handled by individual countries, particularly maintaining peace and security. Another aim was to create a common market for all 15 countries. Looking at the industrial sector, the added value of ECOWAS can be seen in the contribution it makes to this market of 300 million inhabitants. One of the speakers from Senegal already said that ISID will reduce dependence on imports. Another issue is the energy sector—essential for industrial development—but not all countries in ECOWAS have the same endowments of energy resources. So, interconnectivity in electricity, fuel, and gas are part of regional projects and will enable each member country to access stable sources of energy.

Mr. Todd Benjamin

ISID is a clear strategy linking national policies to regional policies. You mentioned that the Senegal programme with UNIDO could be branched out to other ECOWAS countries. The IDB pointed out the need to get it right locally and regionally before going international. How developed are linkages between the economies in West Africa and the regional market? Can more be done? If so, what?

Mr. Kalilou Traoré

In the ECOWAS region, member states work together to address shared industrial challenges, in contrast to the unilateral approach taken by most countries. We have a regional industrial sector platform to facilitate cooperation on setting up the economic and industrial ecosystem.

Mr. Todd Benjamin

What could UNIDO do to promote greater regional cooperation?

Mr. Kalilou Traoré

ECOWAS is already working with UNIDO to establish quality infrastructure in the region, the cost of which can be high for individual countries. At the regional level, we are also working on upgrading and modernization, and investment promotion. We can pool these programmes on a regional basis, with UNIDO's support, and consolidate our regional policies.

Mr. Todd Benjamin

In countries like Senegal or Ethiopia, there is an overall regional strategy with a certain uniformity. What is your perspective on partnering for ISID in Senegal? As we heard from the World Bank, 150,000 young people are entering the job market every year and 47% of the population lives below the poverty line.

Mr. Mansour Cama, President, National Confederation of Senegal Employers (CNES)

I will give you a private-sector perspective. Everything we have heard establishes a framework that we fully agree with, but we need to revisit an important notion relevant for all technical and financial partners. Each partner has a programme that includes private-sector development. We need to go beyond that. Today, we would rather talk about greater responsibility of the private sector, because the private sector plays an

important role in implementing these programmes and projects. We need to change our paradigm. Greater responsibility for the private sector will help us take up the issue of partnerships, whether PPP or partnership between the local and regional private sector. Based on these notions, we will be better able to understand the approach and the need to work first and foremost on competitiveness and complementarity—you cannot create jobs if the economy is not competitive and productivity is poor. This is why we expect development partners, and especially UNIDO, to support the private sector in their work with government to enhance the level of productivity of our economy. This is the sine qua non condition if we are serious about realizing the ESP and succeeding in ISID.

We need to look at energy efficiency, where we have certain weaknesses. We have some ambitious projects to be launched in Senegal, but right now the private sector needs technical support to ensure that we reduce energy consumption for better energy efficiency, which could be the first step in the direction of greater productivity. UNIDO, with technical and financial partners, should be able to work on energy-efficiency programmes to overcome this energy problem.

Regarding markets, everything we heard about local, regional, and international markets is right, but we cannot close our eyes to the reality that today regional and international companies are doing well. We already have successes in the private sector in Africa and Senegal. Standardization, norms, and quality—these are the issues to address and build cooperation on.

Regarding the informal sector, it proves that exchange between African countries has existed for a long time, in formal and informal networks. Today, we are moving toward a regional network. ECOWAS will adopt a common external tariff. We must ensure a stronger regional perspective for these companies to work better.

Also mentioned by the IDB representative is the importance of diversifying our markets—we need to do this by building on our capacities. Senegal is a Muslim country. We have great relations with the Muslim world, so it is important for us to diversify. For partnerships, we should pay greater attention to standards and norms, and this is where UNIDO can help us.

Mr. Todd Benjamin

You mention that the private sector has to accept greater responsibility. There needs to be a paradigm shift in terms of developing partnerships and the private sector playing a greater role. Are private companies doing enough? If not, why? Is the framework there? Does the partnership model allow the framework?

Mr. Mansour Cama

For a long time, the issue was that the public sector was so strong. People say we need to develop the private sector. I say no, the private sector is already developed. We are waiting not only for a good environment but also for trust and confidence from the government toward the private sector. You cannot do it without trust and confidence.

Mr. Todd Benjamin

You are suggesting that the government does not trust or have confidence in the private sector?

Mr. Mansour Cama

The situation is better now and the government is sitting at the table with the private sector. A good example is the ESP, and the partnership consultations held between the government and the private sector. This was a real change in the approach to working together and taking responsibility to build our country.

Mr. Todd Benjamin

Let me turn to the Minister of Industry and Mining of Senegal. What do you think the private sector could be doing to develop the ESP and what are your expectations from institutional stakeholders?

H.E. Mr. Aly Ngouille Ndiaye

Things have changed since President Macky Sall was elected two years ago. He established the ESP with strong private-sector involvement. The private sector in Senegal today is taking part in every mission of the president.

Poultry is a very successful industry. Ten years ago we were importing chicken legs. We are no longer importing. We are producing enough because the Senegalese private sector is involved in poultry and the government is supporting the sector.

In all sectors, private partners see that local companies need more support. In agribusiness industries, companies produce animal feed. We import more than 250 million tons to Senegal, but we can produce our own with enough land and manpower. Other sectors can be developed—35–40% of our post-cultivation products are not fully exploited, such as fruit. Today we would like to focus on identified sectors for developing the private sector. We also expect a great deal from the financial sector. I come from the banking sector. The Senegalese banking sector does not have the structure to support industrial investment. The industry needs long-term investment at acceptable rates and this is not the case in Senegal.

Mr. Todd Benjamin

What would you like to see the government doing that it is not doing? You mention increasing competitiveness and increasing energy efficiency, the need to have broad capacity building and uniformity in standards, norms, and quality. Do you think the ESP and the partnership programme with UNIDO address all these needs? Should anything else be included?

Mr. Mansour Cama

The ESP and the PCP through UNIDO have taken up a number of these issues, especially since UNIDO is already present in Senegal: technical assistance, upgrading and modernization, standards and norms, and outsourcing and subcontracting. But to improve the business environment and develop the investment environment (local or foreign investment), reforms in Senegal must be speeded up, with a view to sustainability in the long term.

We also need to focus on laws. Our labour laws are not flexible enough. This is necessary to implement the ESP. Once we take up issues related to technical and vocational training and education to develop a highly skilled labour force, we need to ensure that Senegal continues to develop.

For private-sector development, we need to ensure market access, quality standards, and infrastructure. The road network in Senegal is well developed and has great potential for improvement. We need to focus on exports. This is where UNIDO can make a difference. There is a comparative advantage in the agro-industrial sector in land, labour, and climate.

Mr. Todd Benjamin

Additional things need to be fast-tracked on Senegal's path toward higher living standards.

Dr. Vera Songwe

The private sector should be more involved. The PPP law in Senegal already requires 20% of local investment in cases of FDI. This is one way for the government to support the private sector. Much work remains in this area, but international organizations are helping banks assess projects. Financing is an issue and banks do not want to take the risk. We also have a regional project on energy in Mauritania and Senegal. The train from Mali to Senegal is funded by private-sector investors.

Mr. Todd Benjamin

What is the top implementation priority in the Emerging Senegal Plan?

Mr. Mansour Cama

We would like to focus on market access. We are building a regional market with many different programmes and a customs union. We have a payments system and a single currency project. This market will be available to states, and the private sector can take full advantage of these measures. We would like to

make sure that Senegal and all states take advantage of this market.

H.E. Mr. Filippo Formica

We should maintain the high quality of human resources. The Senegalese point of reference in the region is the quality of human resources.

We must ensure that companies are supported and that enterprises are assisted. SME financing can be handled through rating SMEs. It is often difficult for banks to find reliable information on company credit ratings. The World Bank and other partners should help us.

Another priority is energy. We need to reduce energy consumption while developing efficient energy resources.

Session 4

ISID for all: the way forward

Mr. Todd Benjamin, Moderator

We will now expand on the PPPs for ISID using the UNIDO model. The topic is confidence and trust-building for PPPs.

Mr. Gyan Chandra Acharya, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN OHRLLS)

I will speak about the important issue of confidence-building measures. At the United Nations, when we think about the post-2015 development agenda and its linkages with inclusive and sustainable development, we try to ensure that social, economic, and environmental issues are included in a holistic and integrated manner.

Economic growth and environmental sustainability must be embedded in human development. The preliminary report by member states highlights the importance of inclusive and sustainable industrialization. Hence this particular forum and the focus on confidence-building measures are critical.

While moving toward sustained industrialization and rapid economic growth, national leadership, vision strategy, and a plan of action are critical to building stakeholder confidence and promoting PPPs. Second, a commitment at the highest political and executive level to effective implementation of strategies and programmes is very important for enhancing confidence and building momentum for investment and promotion of PPPs. There must be mutual accountability. I am focusing first on the side of the government—the extent that government can ensure confidence and attract investment. Only with mutual accountability can we promote confidence and enhance PPPs.

The third point about ensuring government accountability and consolidation of public institutions, which are critical for development, is how to ensure dialogue among different ministries and directorates. Some sectors receive more attention than others, but in overall industrialization and development, different ministries are critical. The commitment of government to ensure that building and maintenance of the infrastructure base will be high on the agenda and will promote confidence in investors.

Countries are also looking for PPPs to develop infrastructure. Whether roads or energy, the basic parameters of infrastructure are critical. Policy stability is key and provides a strong framework. Because many projects have a long gestation period, policy stability will ensure long-term investment.

Risk and return are important indicators for investment, but fairness in sharing risk and burden-sharing are also critical. The same for sharing revenues. However, accountability for the private sector is very important. One framework that underpins investment from the private sector is corporate social responsibility. Private-sector business models should ensure good corporate governance, stakeholder engagement, employee and community relations, and protection of the environment. Confidence will grow if the private sector ensures value addition and upstream–downstream linkages with domestic industries and sectors. The rate of return is important but revenue sharing is also important.

Finally, core business practices that promote long-term relations and linkages will enhance not only the reputation of the country, but also customer loyalty and market share, and they will increase demand. National leadership is crucial for these things to happen. For less-developed countries, strong and enhanced levels of global partnership are also important. By global partnership I mean helping public and private investors, with a finance modality that makes return and risk management easier for the private sector through concessionary measures. This works if done in coordination with

the countries concerned and ensures long-term sustainability.

Mr. Todd Benjamin

Yesterday we heard about the need for proper infrastructure. Without proper infrastructure, no matter how well designed the industrialization plan, industrialization will not happen.

H.E. Mr. Amir Hossain Amu, Minister of Industries, Bangladesh

The trajectory of development in countries with steady economic growth has been driven by industrialization, international trade, and related services. Yet industrialization has not translated into prosperity for all. Widespread disparities and inequalities remain within regions and countries. The Government of Bangladesh plans to establish special economic zones in various parts of the country to promote industrial manufacturing and services for export. Specific examples of economic zones and cluster development in Bangladesh are in leather goods and in the textile, garment, ceramic, and pharmaceutical sectors.

Bangladesh is ready to work with UNIDO. We believe UNIDO's ISID approach provides an important platform to promote industrial development through developing the appropriate tools. My government wants UNIDO to consider Bangladesh as a pilot country for the next forum, and we stand ready to share our success stories and experience. We believe our successful examples will demonstrate the rationale for business partnerships, inspire confidence, and build trust for inclusive and productive engagement. We are ready to provide our full support in UNIDO's partnership approach. We look forward to the success of ISID programmes everywhere.

Mr. Todd Benjamin

Infrastructure development and economic zones are extremely important. The UNIDO partnership model stresses industrial parks. We devoted a session to policy and strategy for industrial parks in June, and it is key both in the Ethiopia and the Senegal models.

H.E. Paul Sekhulumi Ntsoale, Senior Minister of Industry and Cooperatives Marketing, Lesotho

In Lesotho, we believe the government should keep out of business and that PPPs are a good model for industrial development. From the outset, we must have a clear national development plan and a shared vision for government and the private sector. We need to negotiate early to clarify the roles, risks, and rewards involved. We must have clear policies and clear lines of communication between government and the private sector. Leadership must be consistent with the plan. Decision making between partners must be shared, and there must be communication at all times.

In Lesotho we sometimes encounter the problem of territorial ministries. We need to ensure that everyone is involved—the Minister of Finance is involved with the Minister of Trade. We all need to understand our responsibilities. There must be transparency and a clear means of follow-up. We must monitor, evaluate, and publish results and map the way forward. As Minister of Trade in Lesotho, I am looking forward to coordinating with investors. Lesotho, like Bangladesh, is saying there is a place for UNIDO. I have seen the successes in Ethiopia, and I want the same for Lesotho.

Mr. Todd Benjamin

We need trust and confidence, a clear national plan, and an understanding of different roles and risks. Government should not be in business but should be supportive of it. Bangladesh said it wants to be the next partner for UNIDO, and now Lesotho.

Ms. Darija Sinjeri, Director for Trade Policy and Economic Multilateral Relations, Croatia

In 2011, to our great satisfaction, Croatia changed its status in terms of development aid from recipient to donor country. So we understand how important real and true partnership is for success in receiving or providing development assistance. When I say partnership, I mean partnership between governmental and nongovernmental sectors and partnership between international stakeholders and national beneficiaries.

Croatia strongly supports partnership between UNIDO, recipient governments, direct foreign investment, development agencies, the private sector, and donors with the objective to scale up investment in ISID in developing countries.

But a tailor-made partnership approach is a priority. Copying patterns of industrial development from one developing country to another may not work. UNIDO must continue its activities according to its comparative advantage, reputation, and networks, especially promoting inclusive and sustainable growth and industrial development. But new strategic partnerships will be necessary—deeper dialogue with recipient governments on designing the scale and methodology of development assistance, new partnerships with other development aid stakeholders and the private sector.

We are preparing our deeper involvement with UNIDO, supporting ISID in our immediate neighbourhood and, in the second phase, throughout the world. We will thus contribute to UNIDO's established procedures, offering our experience and assistance to less-developed countries.

Mr. Todd Benjamin

We need a flexible approach—what works in one country may not work in another. UNIDO's partnership model is based on technical expertise, knowledge transfer, and multiple stakeholders. It has to be tailored to the country and its development stage.

Mr. Michael Dickstein, Director, Global Sustainable Development, Heineken International

To pursue sustainable development, you must pursue inclusive growth. And inclusive growth is about partnerships. We at Heineken have comprehensive experience with partnerships—with governments, local communities, NGOs, and customers. We apply a broad stakeholder approach—this is one key criterion. We are particularly engaged in responsible drinking partnerships, which we have around the world. We are also engaged in water-stewardship programmes at our breweries in water-stressed areas. And we have a growing number of partnerships in the area of local sourcing.

Heineken has three criteria for success. First, mutual expertise and the integrity of partners; second, common objectives; third, successful partnerships must be measured and evaluated to know if goals and objectives are being achieved. At Heineken we are very interested in UNIDO's partnership approach and we hope to learn how to become involved.

Mr. Todd Benjamin

You raised three amazing points on determining the success of a partnership. First, mutual expertise and integrity of partners; second, common objectives, both commercial and for the community; and third, key performance indicators that can be measured and evaluated. Part of the UNIDO model is making sure that partnerships go beyond design and implementation to include monitoring.

Turning to Ms. Christiane Rudolph, Director, Corporate Strategy Department, German Investment and Development Corporation (KFW-DEG), how do you know what the right question to ask is in terms of investment? How do you know you are with the right partners?

Ms. Christiane Rudolph, Director, Corporate Strategy Department, German Investment and Development Corporation (KFW-DEG)

I represent the German Investment and Development Corporation (KFW-DEG), a German development finance institution. We provide long-term finance for the private sector in developing and emerging markets. This year we will provide €1.4 billion for private investment in these markets.

We are discussing how to attract investment, but the key question is how to make the most of each investment. From a company perspective, the answer is having a sustainable successful investment. From a workforce and community perspective, it is achieving access to work and improved living conditions. From a government perspective, it is providing an enabling

environment, upscaling lessons from individual investments into industrial and development policy, and improving the regulatory framework.

What can development finance institutions do? First, we can provide long-term finance accompanied by excellent advice and support in challenging markets. And second, we can open our network and our longstanding experience in these markets for partnerships.

Mr. Todd Benjamin

Making the most of investment and scaling up an individual investment so that it becomes a national policy. Can you expand on that?

Ms. Christiane Rudolph

I share examples of best practices and success in individual investments and exchange with governments and stakeholders to transfer that to another investment.

H.E. Mr. Valery Dil, Vice–Prime Minister for Economy and Investments of the Kyrgyz Republic

We have been very impressed by the UNIDO Secretariat's activities. We share the view of the Secretary-General that we cannot eradicate poverty without developing industry, technology, and innovation. The discussions at the forum reiterate that we are on the right course. Kyrgyzstan fully supports the partnership approach and the pilot programmes for Senegal and Ethiopia, which will not only provide sustainable industrial development but will also contribute to economic transformation, diversification, and structural reform.

Kyrgyzstan requests to take part in a pilot programme like Senegal and Ethiopia. Industrial agribusiness, with renewable energy resources, has been developed in Kyrgyzstan in line with the ISID initiative.

An important project under preparation by UNIDO, with the ADB, is the creation of industrial corridors and economic zones along the new Silk Road Economic Belt. Understanding that partnership programmes cannot be implemented in all countries at the same time, we note the importance of sharing experiences with emerging economies. Please keep in mind Kyrgyzstan's democratic development, our parliamentary system, and our accession to the Eurasian Customs Union.

Kyrgyzstan and the Russian Federation also have very good relations. Together we will create a development fund for transformation and adaptation. And we have also initiated the development of efficient building materials. The Eurasian Development Bank is looking at assistance of about US$40 million.

Kyrgyzstan welcomes the international programme through UNIDO to create industrial parks. The textile and sewing industry in Kyrgyzstan is a priority manufacturing sector in our economy, with a high volume of production and exports. About 100,000 people work in this sector, mostly women. We ask UNIDO to assist us with a feasibility study for the garment industry. The government has already allocated land for this project, and we need to train people for this industry. It is an important phase in our cooperation with UNIDO, and we would be grateful for assistance in developing an industrial strategy for Kyrgyzstan. I ask donors and investors here today to assist in our initiative for overall industrial development, especially for countries with transition economies.

Dr. Jesus Felipe, Advisor to the Chief Economist, Economics and Research Department, Asian Development Bank

The Asian Development Bank (ADB), being a multilateral development institution, understands very well these terms: inclusive sustainable and industrial development. This is really our business.

The ADB has been developing public partnerships in Asia for a very long time. For us, it is a way of understanding development in the 21st century—so much so that we created an office for PPPs.

What is the key to understanding PPPs? The key is an appropriate legal framework—this differentiates PPPs that work from those that do not. The term

"PPP" encompasses a wide range of modalities covering different levels of risk sharing between the public and private sector. But while PPPs are well known for working in many developed countries, very few developing countries have had success with them. The reason is that the technical and legal requirements are rather complex. Without appropriate and sound legal frameworks, it will be very difficult for PPPs to succeed.

Mr. Todd Benjamin

A proper legal framework is crucial for PPPs, for any sort of partnership, but what you suggest is that there is not always a proper legal framework.

Dr. Jesus Felipe

In most cases.

Mr. Todd Benjamin

Why is there no proper legal framework? Is it because of corruption or misunderstanding? Is it because people do not think about it? Why would a private company enter a partnership without ensuring a proper legal framework? Or perhaps they believe there is a proper legal framework when there is not?

Dr. Jesus Felipe

It is a combination of all of those things. It would be very difficult for a company, particularly one from a developed country, that is used to a certain framework to go into a country where that framework does not exist. The representatives here from the private sector know very well what I am talking about.

Mr. Todd Benjamin

Michael Dickstein and Christiane Rudolph, can you add to this? In your experience, have you gone into countries where there is no legal framework, yet companies think there is? Many investment opportunities for developing countries may not be happening because of this.

Ms. Christiane Rudolph

When we accompany private companies, we carry out intensive legal and technical checks. Then we go with the company to negotiate with the government on the framework to find a better individual solution. But this does not lead to a better framework at the country level. On an individual project level, we can obtain a framework that is suitable for the company and for us as financiers, because otherwise we would not take the risk. But the challenge is to upscale this individual solution to become part of an overall improvement to the regulatory framework.

Mr. Todd Benjamin

Michael Dickstein, what are your thoughts on this and why do you think more governments do not have this legal framework? As Christiane Rudolph pointed out, this framework must be in place to have a successful partnership.

Mr. Michael Dickstein

Heineken has worked in many developing countries, and in some we had to retreat because of the insecure situation and the lack of a legal framework. Let me replace the term "legal framework" with "a certain level of stability and integrity." This is absolutely a precondition for us. The extent to which this needs to be part of the legal framework is a secondary question. I would not make the legal framework a precondition, but stability and integrity are key. Our experience is that you start small to get to know a partner, to get used to working together, and once you have achieved success, mutual trust increases.

Mr. Todd Benjamin

Since the overall theme is confidence and trust building—the PPP—stability and integrity of the partners are key. Everything needs to be above the table, as the Minister from Lesotho said. Start small, as Christiane Rudolph remarked, but a mechanism has to be involved to scale it up. This is a great point to build on for UNIDO or any country that wants to build sustainable partnerships with mutual trust.

H.E. Mr. Eloy de la Caridad Alvarez Martínez, Vice Minister of Industry, Cuba

We reaffirm our willingness to carry forward our cooperation with Senegal, Ethiopia, and other African countries, including technical assistance in sectors such as sugar production, agribusiness, bio-derivatives, and the environment. We are also interested in all UNIDO's requests to contribute to the implementation of the country programmes in Senegal and Ethiopia.

Cuba is updating its economic model according to the political, economic, and social guidelines of ISID. Preparing industrial policies and building capacity through re-industrialization can achieve economic diversification geared to exports and integration into the most dynamic areas of world trade. At the same time, we are scaling up domestic integration in the productive sector. We aim to develop and master new trends, particularly clean technology for enhanced energy efficiency and environmental sustainability. We aim to expand prospects for regional integration and form strategic alliances with countries in the south. We are promoting foreign investment, establishing the Mariel special development zone—which includes a modern port infrastructure—and implementing new policies to promote this activity, based on our priority sectors.

UNIDO could support our national efforts to promote investment and foster strategic alliances and technology transfer based on our foreign investment act adopted this year—all of this through a programme that improves labour strategies, a topic currently under debate in our country. We would be pleased to collaborate with UNIDO, particularly with its ISID programme, and I request that you consider us as one of the countries in the Latin American and Caribbean region with an ISID programme during 2015–2018. Lastly, I reaffirm Cuba's support for UNIDO, its Director General, and the implementation of the Lima Declaration and ISID.

Mr. Todd Benjamin

Bangladesh, Kyrgyzstan, Lesotho, and Cuba are all asking UNIDO to come with its partnership model. There is fantastic interest in building this model throughout many countries.

Dr. Ahmed M. Darwish, Former Minister of State for Administrative Development, Egypt

We have done the talking and it is time to do the walking. And to walk the talk, you will discover that details are important. It is about the total ecosystem. I am thankful to His Excellency from Lesotho, our different foundations, and the ADB, because they highlighted two very important things, transparency and monitoring, and legal and regulatory issues.

I will concentrate on two ideas. The first is the legal and regulatory framework. There are complicated financial models to be studied. There is insurance. I work as a freelance consultant, and I am aware of a certain country that did not have this legal and regulatory framework. The first PPP contract was one page. The second was 16 pages, and the third was hundreds of pages. The government needs to create a conducive environment, to put together a legal and regulatory framework. The second idea is to bring NGOs and civil society into the process early. NGOs are knowledgeable, and there is benefit in bringing them in early.

Mr. Todd Benjamin

We have two final commentators, starting with Mr. Yao Wenliang, Deputy Director-General, Department of International Trade and Economic Affairs, Ministry of Commerce, China. China has been very committed to the UNIDO partnership model.

Mr. Yao Wenliang, Deputy Director General, Department of International Trade and Economic Affairs, Ministry of Commerce, China

Lack of funding is the main bottleneck for developing countries. We appreciate UNIDO's strategy to build partnerships to step up cooperation with international

organizations and private partners to establish relationships and to create new means of financing to help developing countries achieve industrial development.

I would like to share what Chinese businesses have done to help developing countries. The Chinese government has always encouraged businesses to go international. China has helped developing countries develop their industries and raise their standards of industrialization. A Chinese company set up an industrial park in Ethiopia, and there are now 16 businesses in the park with a total foreign investment of US$113 million. By the end of November 2013, the sales volume had reached US$150 million. The facilitated export volume reached US$91.8 million. More than 400 jobs were created. Chinese businesses not only bring funds and management expertise, but also technical innovation. In 2013 China's outward direct investment reached US$107.8 billion, of which US$91.7 billion was invested in developing economies, making up 85.1% of the annual total and registering a year-round increase of 31%. This is China's story in Africa. The Chinese government will cooperate closely with UNIDO, jointly explore new paths of industrial development with a vast number of developing countries, and make common efforts to promote inclusive and sustainable industrial development.

H.E. Mr. Hukum Khan Habibi, Deputy Minister of Economy, Afghanistan

Such discussions are highly valuable and timely for Afghanistan, a country entering a decade of transformation—from 2015 to 2024—toward sustainable development, during which industrial development will be a key element of our national development agenda.

Afghanistan has made a tremendous effort to achieve the MDGs through our MDG National Development Strategy, also a poverty-reduction strategy. Our achievements, particularly in education and health, are promising, and the country has improved considerably in social and economic development.

An important area of positive change in the post-rehabilitation period has been the business and investment climate. In light of the new Afghanistan constitution of 2004, which laid the foundation of a free market economy, the Afghanistan government has tried to create an appealing regulatory and institutional environment for private-sector development and investment promotion. Our efforts include adapting new improved business and investment laws and regulations, such as the new banking, custom, and investment laws. This improved regulatory and institutional framework has paved the way for post-conflict industrial development.

We welcome piloting the partnership approach in line with the post-2015 development agenda and believe that mobilization of all stakeholders—including donor countries, DFIs, UN agencies, and the private sector—is crucial to successfully implementing ISID. The partnership approach can also increase the impact of technical cooperation. Afghanistan is fully committed to improving the regulatory and industrial frameworks required for ISID and to addressing impediments to industrial development. UNIDO can facilitate mobilization of resources and strengthen cooperation in industrial development.

Mr. Todd Benjamin

Topic two of our final session is the Benefits of Partnership—Reaching Economies of Scale. This is very important for longevity in any industry. Justin Lin needs no introduction. He is former president of the World Bank. He is a good friend of UNIDO, and he is now the honorary dean of the National School of Development at Peking University.

Mr. Justin Yifu Lin, Honorary Dean, National School of Development, Beijing University

I was born in Taiwan, China, in 1952. At that time Taiwan was a poor, agrarian post-colonial economy. Its per-capita income was less than half the average of African sub-Saharan countries, but now Taiwan has a high-income industrialized economy. I went to Mainland China in 1979. Again, at that time Mainland China was extremely poor and 81% of the population worked in agriculture. Seventy-one percent

of the exports were either agricultural products or processed agricultural products. Per-capita income was less than one-third of the average in sub-Saharan African countries. Now China will very likely become a high-income country by 2020.

Because of this history, I am convinced that poverty is not a destiny. Every country can change its fate, even if it is trapped in poverty for centuries. Every country will be able to transform from poverty to prosperity. However, as mentioned by Mr. Guang Z. Chen, World Bank Director in Ethiopia, the key question is how to do it. For that I have four catchwords: industrialization, pragmatism, globalization, and partnership.

Everybody can agree on the importance of industrialization. If a country relies only on agriculture, the country will be poor. Except for a few oil-rich countries, industrialization is the only way to transform from poverty to prosperity. All the high-income countries in Europe and North America, as well as new high-income countries in Asia, have industrialized.

The second catchword is pragmatism. We would all like to have capital-intensive industries, just like in high-income countries. But for developing countries, these sectors do not have competitive advantages. Even if you try very hard to build up those industries, they will not be competitive, but will instead turn into white-elephant projects. To be competitive, you need to develop industries that are consistent with your competitive advantages in the labour and resource-intensive industries. By doing this you will be competitive and able to accumulate capital to upgrade industry step by step in a pragmatic approach.

However, this is not the only issue related to pragmatism. To be competitive in the market, you need functioning infrastructure and a good business environment. Improving the business environment and the infrastructure for the whole country might take generations because of limited resources. Therefore, you need to prioritize resources to create a good local business environment and good infrastructure for sectors in which you have a competitive advantage. That is the path that a number of East Asian countries have taken as well. If you look at the World Bank's Doing Business index, you might find that China is still relatively poor. China ranks 96 according to the World Bank, Vietnam 99, Indonesia 115, and India 132. Even so, these countries grew dynamically in the industrial sector because they acted pragmatically by creating industrial parks.

The third topic is globalization. We often hear that African countries need to improve infrastructure to improve regional integration and reach regional markets. Consider that Africa's GDP today is only 1.9% of global GDP. The United States accounts for 22% and Europe for 24% of the global GDP, meaning their market is 23 times the size of the African market. To access the global market, you need only to build industrial parks and a link to a port. These kinds of infrastructure investments would amount to maybe one-tenth of the infrastructure investment necessary to create proper infrastructure on the African continent. In my view, therefore, globalization will be the key to prosperity.

The last catchword is partnership. To have an impact on the global market, you need to produce a good that meets the quality standards of international buyers, and you need to deliver the goods in time according to the contract. Most producers in Africa do not possess these competences to meet international buyer requirements. The best way will be to convince existing producers in countries that have lost their competitive advantage in labour-intensive sectors to relocate production to Africa. This can best be done by building industrial parks with active investment promotion. There you can form a partnership with your country, existing producers, and international buyers, enabling you to achieve great wins in Africa as well.

In summary, the best way for African countries to transform their fate is through industrialization, pragmatism, globalization, and partnerships. UNIDO offers a great platform to promote these partnerships that exchange competences and experiences. With the support of UNIDO we are working on a project called Growth Identification and Fortification for Industrial Upgrading and Diversification. I hope we can generate

a practical manual for each country to use as a framework for achieving transformation. We would like to be the partner in your future success.

Mr. Todd Benjamin

To be competitive, understand your competitive advantages and prioritize resources because you may not have extensive financial means. This is how to fast-track development and competitive advantage. Sometimes certain countries or companies think they can meet international standards, but that is not always the case. It may be more advantageous to have a strategy, at least in partnering with those who can.

H.E. Mr. Kweku Ricketts-Hagan, Deputy Minister of Trade and Industry, Ghana

Ghana acknowledges that to lift our people out of poverty, we have only one option, and that is to industrialize. We want to industrialize in an inclusive and sustainable way, building strategic and innovative partnerships. Partnership is key because we cannot do it alone—but not just any partnership, the right partnership. Only with the right partnership will we get the best value.

No country can industrialize without energy. We need energy to add value. We have one of the fastest-growing economies in Africa, but we have not created jobs. The reason is that most growth is based on natural resources and exports of raw materials, without adding value. We need to add value to the resources by industrializing. We need to do it through partnerships and economies of scale, through sharing best practices. Yesterday, we talked about how the Republic of Korea developed, how the Chinese did it, and how we can do it, too. The advantage for Africans is that most of what we want to do has been done elsewhere. We do not have to take the same number of years that it took the Koreans or the Chinese to industrialize. We can do it much faster. We will promote synergies and complementarity in partnerships. We will avoid waste and we will facilitate and converge independent actions taken by different African countries. We believe this is doable, and we are happy to have heard here the experiences of our neighbours Ethiopia and Senegal in embarking on industrial development supported by UNIDO.

H.E. Mr. Haidar Kholov, Deputy Minister of Industry and New Technologies, Tajikistan

We learned about ways of developing industries in different parts of the world. This is one more opportunity to learn from the experiences of other countries. We do not have a single model to develop industry. Different countries have different opportunities to develop their industries, especially in sectors based on raw materials. In Tajikistan, we have followed this path. In other words, our strategy for developing industry was based on our own raw materials. Now we are developing construction and building materials, as well as light industry based on local silk cotton and wool.

We have one project in the UNIDO framework, and donors are helping us. I would like to thank them. We would like to attract new donors to Tajikistan. We have potential for investments. We have cotton. Only one-tenth of our production is being processed in Tajikistan. The rest of the cotton is exported, something a country as young as Tajikistan cannot afford. We need to boost this industry. I thank UNIDO for this opportunity, and we invite investors to our cotton industry.

Mr. João Paulo Pereira da Silva, Director of Strategy & Business Development, Supply Chain Industrial Ecology and IT, Lafarge Cement CE Holding GmbH

The relationship between Lafarge and UNIDO is in its early stages. We started talking six months ago, but since then I joined the first ISID Forum and now the second. After the first forum, I was confident that we were made to be partners since we share the same values.

Let me tell you about Lafarge. We operate in cement aggregates and ready mix. We are in more than 60 countries and have 64,000 employees. We have been around for 180 years. When I joined the group

17 years ago, I was given a document that we call our principles of action. Now we have our Sustainable Ambitions 2020. But the core has not changed. Lafarge realized early on that there is no sustainable economic development without respecting nature. We will not be successful as a group if we do not develop and empower people. We need to be seen in the community as a responsible partner that contributes to growth and sustainability.

What makes a win-win partnership? Win-win starts with creating value. The partnership's value should be greater than the sum of its parts. I will pick just one element of creating value today to pinpoint the role I see UNIDO playing—risk reduction. I was very impressed by the clearly articulated and solid strategies presented by Ethiopia and Senegal. It is even more amazing to hear that in Ethiopia the delegation actually approaches future partners, explains the strategy, and tells them—if they are aligned—to come invest and be partners. And if they are not aligned, there are plenty other places to invest. That is exactly what a serious partner looks for—transparency and clarity avoid frustration and minimize failure. This is what I expect from UNIDO. The key is how easy it is to work with UNIDO. I have seen a solid model applied consistently, already showing results.

Ms. Ming Geng, Deputy Director, China Office, Bill and Melinda Gates Foundation

Collaborative partnership is one of our core values. The global challenges we face are enormous, and we recognize that philanthropy plays a limited role. We recognize our resources and abilities are only a small part of what is needed to achieve our goals. Our ability to achieve an impact is greater when we work with others. We count on our partners and grantees to take action and make a difference. Since 2007, the Foundation has been active in China, collaborating with the Chinese government and NGOs to fight HIV/AIDS and tuberculosis and to reduce tobacco use. Increasingly, however, what began as a partnership with China for China has become a partnership with China for the rest of the world. We believe China can help end poverty in other countries because it has already made so much progress in its own country. So our foundation hopes to build a mutually beneficial partnership with China that leverages its policies, expertise, research and development, and manufacturing ability to provide high-quality products at a low cost.

I would like to share three examples. We partner with the Chinese Ministry of Science and Technology and others to develop affordable solutions for the world's poorest people. One potential project is a joint investment in an animal-vaccine company in Mongolia. After an initial assessment of business opportunities in East Africa, the company plans to work with an Ethiopian research institute on vaccine research and development and then build a factory in Ethiopia to produce low-cost animal vaccines adaptable to local animal diseases. We also work with the Chinese Academy of Agricultural Science in developing a series of new rice varieties in African countries—green super rice. This variety requires less fertilizer and water, yet is higher yielding than traditional varieties. This is critical as the world adapts to climate change in the years ahead. And we are working with the Beijing University of Science and Technology and with Chinese companies to set up a power plant in Senegal to help improve sanitation, as well as generate clean energy and income. We hope to demonstrate multiple benefits so more Chinese companies will build plants in other African countries.

Chinese private capital is looking for investment opportunities, while the local challenge is new solutions and innovation. We are hoping to learn from this project so we can help bridge the demand and supply in financing and facilitation services to companies. This way, more Chinese companies will invest in Africa to improve health and agricultural development. This PPP model can create a new level of innovation and breakthrough solutions for both sustainable global development and inclusive industrial growth. We look forward to working with UNIDO and other partners to explore new opportunities for working with China and other countries to support ISID.

Ms. Aihua Teng, General Manager, Poly Solar Technologies (Beijing) Co., Ltd.

In the past 10 years, our company carried out and is now carrying out more than 30 projects in developing countries, including 15 African countries. Most are sponsored by the Chinese government, the World Bank, and agriculture organizations. In East Africa, we are developing 28,735 sites for solar home systems. We went to many remote villages and families. We got to know their strong feelings and anxiety over lighting, the level of demand, and the local conditions.

We also understood the meaning of inclusiveness, meaning everyone in the world should be able to enjoy the benefits of renewable energy. No one should be left behind in the process of industrialization. How to do this? Research. Produce and provide solar products and systems that are easy to use, high quality, durable, and affordable for African people. One of these products is a small, mini-3-watt system that can provide six to eight hours of light every evening. It can charge a mobile phone and be used as a flashlight. The whole system costs only US$10.

Every country and region should promote renewable energy for sustainable development. For our company, this is a sacred responsibility. We would like UNIDO's support and guidance to provide the African people with the best high-quality and low-priced products.

Mr. Todd Benjamin

Several other countries, including Senegal and Ethiopia, might be interested in creating employment through your product, which sells for US$10.

Mr. Nicola Crosta, Head of Policy, UN Capital Development Fund

The first point is about the "I" at the beginning of ISID, at the beginning of this paradigm. It stands for inclusion. We cannot stress enough that industrial development does not necessarily come with inclusion. The post-2015 development framework is being discussed, and even after the MDG period—even in highly industrialized countries—inequalities persist, and in many cases, increase. Disparities between rich and poor, men and women, urban and rural. We need to be serious and deliberate about including the "I" in this paradigm.

The second point is about partnership—what kind of partnership can sustain inclusive industrialization? It was said on the first day that if you want to go fast, go alone, but if you want to go far, go with other people. We want to go both fast and far, because the clock is ticking for millions of people who will enter the job market and need to be included in this process.

I argue that if partnerships want to foster inclusion, they must do two things. First, they need to assign clear roles and respond to both the public and private sector, making it the business of everyone to promote inclusion. Second, they need to be ambitious, but also include concrete tools and measurable targets that we are all accountable for.

My last point concerns what my agency, UNCDF, brings to the table. First, we bring about inclusive finance, which means adopting the tools that can facilitate access to finance for small business and entrepreneurs. Second, we bring about local development finance. Industrialization has to happen under certain framework conditions, and local governments must have local development finance to create those conditions. To sum up, let's be deliberate about fostering inclusion and let's be bold in setting responsibilities and measurable targets. My agency can help make this happen.

Mr. Todd Benjamin

Again, the idea of measurability; design is not enough—we must have implementation and monitoring. In our last panel, the idea of monitoring also came up and is part of the UNIDO partnership model.

Mr. Nicholas John Kelso, Venture Manager, Philips Light Centre (Philips Lighting Africa)

Philips has been around for 125 years and we are known for meaningful innovation. But we are also incredibly strong on partnerships. It is part of our culture, our DNA. In fact, we are measured on our ability to "team up to excel."

One of our partnerships with UNIDO involves a combination of new LED lighting with solar power and healthcare. We hope to develop this across Africa to enable social and economic development. By lighting, I mean lighting large areas—markets, communities, thousands of square metres of light. We have a joint project now in West Africa, and the benefits are clear. Philips provides the technology and UNIDO provides the softer skills, the impact studies. The value for us here is the third-party endorsement, which is incredibly powerful and something that we simply cannot deliver. We fully back the ISID approaches of partnerships and setting up centres of excellence, which you call industrial parks. The most valuable and sustainable partnerships are those where the value created can fund the investments needed.

Mr. Todd Benjamin

You have teamed up with UNIDO and you talked about what you are doing in Africa in lighting, but are you manufacturing there?

Mr. Nicholas John Kelso

We are sourcing in Africa. We are not yet fully manufacturing, but we are looking for local suppliers across a number of countries at the moment. We are at the negotiation stage.

Mr. Todd Benjamin

It is very important because we want to create employment. Why are you not manufacturing there yet? Is it because you have not found the right partners? Are you not confident of the level of quality?

Mr. Nicholas John Kelso

This is a business. It is just being set up and we are just starting. These are the early stages, and I would expect in a year's time we will have a lot more to say on the subject.

Mr. Todd Benjamin

We look forward to having you back and hearing the progress.

Ms. Dorothy Tembo, Deputy Executive Director, International Trade Center (ITC)

As an institution mandated to support SME competitiveness and internationalization, it is in our DNA to engage in different partnerships. The issue for us is how to strengthen those partnerships. We are trying to remain innovative, to remain relevant amid changing dynamics and to respond to the countries that we work with. UNIDO's initiatives are very much in line with our work. The only dimension that ITC would add is the need to link to trade. We need more synergies in our collaboration with UNIDO. Both institutions recognize the need to develop this area, and we are discussing how to move forward. I look forward to using this route to contribute to poverty reduction, employment generation, and diversification of the economies in the countries we support.

We are certainly looking forward to collaboration with UNIDO in the context of the broader UN family and beyond.

Professor Pavel Kabat, Director General / Chief Executive Officer of International Institute for Applied Systems Analysis (IIASA), Austria

Over the last 50 years of development aid and collaboration, more than 60% of investments made from so-called ODA budgets, including the major banks, did not work out. The question is why. Many types of analysis have tried to answer this question, but one type—systems thinking—has not yet been done. We mean well investing in countries in Africa and elsewhere, helping sectors like industry and overall economic development. These sectors and investors compete on a daily basis, but we do not see the co-benefits. My institute, an independent international institute, has been proud to collaborate with UNIDO for the last 10 years. We have been the major knowledge partner for the Energy for All Initiative, based on the truly co-benefited partnership type of analysis.

Let me give you one example. Energy access and energy infrastructure is a precondition for industrial development. We have analyzed the Secretary-General's Energy for All Initiative. We have also

analyzed climate-change mitigation, inclusive growth, pollution, and health. I call for global and local systems thinking in partnerships between the academic, private, and public sectors. Academic work does not end when a report is produced. In the Energy for All Initiative, when we made the calculations and held dialogue with investors, the energy price around the world was not yet influenced by the gas shale revolution. Oil was about US$120–$130 per barrel; now it is about US$80. Can you imagine how the investment environment changed? If we do not get this information and recalculate our operations, we are simply mis-investing.

My plea is to be partners in this "3+1 P"—public, private, and academia—providing investments and industrialization, with continuous calculations around the connectivities, systems thinking, markets, and risk. The current Director-General and I are very close in discussing this partnership. I would like to extend this notion to everyone here. We need to include academia in this inclusive partnership because it can provide numbers behind investment.

H.E. Mr. Edgardo Ortuño, Vice-Minister of Industry, Uruguay

To overcome poverty, we must work in an alliance and at the national level, but at the same time develop international and regional networks, promote productive integration of value chains, and seek complementarity with other regions, for example south–south cooperation, and cooperation between the Americas and Africa. Uruguay is deeply committed to this vision. We have achieved a decade of uninterrupted growth, with an average growth rate of 5.7% over the last decade, rising investment, job creation, and enhanced efficiency with a 50% increase in industrial output between 2004 and 2013, which makes Uruguay the second highest performing country in Latin America, according to per-capita manufacturing value added, as measured by UNIDO. Our population has enjoyed better livelihoods with a 50% increase in real wages. Unemployment has fallen to 6–7%, and poverty has dropped from 40% to 11.5%.

To progress from where we stand now, sustainable and inclusive development is very important to us, and we are looking at three essential dimensions. First, developing human capacity through improving the education system. Second, developing our energy matrix while developing telecommunication and transport infrastructure. And third, enhancing our productive capabilities to scale up sustainable industry with better added value in trading activities and agribusiness, with diversification in the productive changes through knowledge-intensive sectors. This involves a strong emphasis on harnessing the efforts of various players, both domestic and external.

Uruguay has been creating councils that foster cooperation between the public and private sectors and academics as well. We have already established 15 of these councils, which address difficulties as well as opportunities and strategy planning in the automotive industry, pharmaceuticals, forestry, the naval sector, and the biotech and nanotech ICTs.

We also value working with other countries and agencies, such as UNIDO. We are implementing a modular agro-industrial centre for excellence in the automotive industry with electro-mechanics. One of our forward-looking advanced technology projects improves assembly-line technology. Another project, Towards a Green Economy in Uruguay, is fostering sustainable production practices and low-emission technologies in priority sectors. We aim to continue working together in this direction in ISID.

Mr. Shaohua Wu, President, Paris Branch, the Export and Import (EXIM) Bank of China

The Bank will work closely on this initiative with UNIDO and with partner countries. EXIM Bank of China was established in 1994, and over the past two decades we have been working with African states, extending substantial loans and financial and technical assistance.

I have three suggestions. One is that after this forum, we would appreciate a summary of deliverables or actions to be taken by various participants, especially finance organizations, on how UNIDO plans

to involve or engage with us to contribute value addition. The second is that UNIDO make a global call to finance institutions to participate, because when we finish the framework design we have to implement the initiative. The last is that capacity building is key. Many countries may experience bottlenecks if they lack the capacity to support initiatives.

Mr. Jan Dusik, Director, Regional Office for Europe, United Nations Environment Programme (UNEP)

Usually the environment is seen as putting up barriers and limitations, bringing bad news. But the environment has both risks and opportunities. Where it converges nicely is the green economy concept, and UNEP is working on green economy. We are not working alone, but in a range of partnerships, many with UNIDO. The 10-Year Framework of Programmes for Sustainable Consumption and Production is a UN-wide programme. UNEP hosts the Secretariat, and is looking into reducing resource demand and enhancing efficiency in various sectors. We are embarking on the Partnership for Action on the Green Economy, which aims to have 30 countries in the developing world embracing the green economy by 2020. With UNIDO, we have been running the Resource-Efficient and Cleaner Production Programme, which assists countries at a national level. More than 60 countries and 69 institutions are part of that partnership programme.

One of the most recent venues for cooperation is the climate technology centre and network, with various partners including UNIDO. It aims to ensure the availability of technology and assistance to countries.

There are two essentials for partnership. One is that sustainability needs to be embedded in the DNA of the decision makers. The other is that for markets to work properly, you need to identify the market deficiencies and the incentives you need. Again, a partnership at the national level between public and private sectors, and clarity on the way forward, are very important.

H.E. Mr. Rishad Bathiudeen, Minister, Ministry of Industry and Commerce, Sri Lanka

Sri Lanka has made substantial progress in sustainable development. Several industries in specific sectors are already implementing ISID successfully. The country has established new institutions, strengthened existing institutions, and formulated policies. In 2009, Sri Lanka signed the Manila Green Industry Development, which emphasized resource-efficiency, environmental friendliness, and social responsibility. With this initiative, Sri Lanka positions itself to compete in the global market.

Specific objectives of Sri Lanka's industrial-path programme are establishing common infrastructure facilities and creating employment opportunities at the regional level, encouraging the utilization of local raw material, attending to environmental and ecological concerns, increasing value addition, and facilitating technology transfer to enable ISID.

The Ministry of Industry and Commerce plays a significant role in the overall promotion of sustainable industrial development. One of the earliest instances of sustainable development is the clustering of industries recognized in 1996 under the national industrial pollution management statement. For trade promotion in developing countries, North–south youth empowerment, south–south triangular cooperation, and youth empowerment are all important concerns. Further skills development and green-industry development, especially for youth, are also priorities.

These are some aspects of programmes and plans already in place in Sri Lanka to advance ISID. Sri Lanka's development programmes and policies not only trigger growth but also lead to the creation of decent jobs. The industrial sector plays a crucial role here. Sri Lanka is upscaling investment in all components of ISID, with a view to advancing economic industrial development aligned with the national priorities in our development plan.

Closing remarks by UNIDO Director General

Now it is time to close this wonderful event. I am immensely thankful to everyone here—the many ministers, honourable guests, high-level panelists and discussants, and distinguished delegations, for your vibrant participation in the forum. Congratulations for making this forum a great success!

I would like in particular to express my gratitude to the prime ministers, H.E. Mr. Hailemariam Desalegn, Prime Minister of Ethiopia, and H.E. Mr. Mahammed Dionne, Prime Minister of Senegal, for leading the delegations of the two pilot countries. Your presence underlines the importance that both your countries attach to industrialization.

Please allow me to thank the United Nations Secretary-General, Mr. Ban Ki-moon, for coming here. The Secretary-General's strong support for inclusive and sustainable industrial development and dedication to poverty eradication is highly appreciated.

Please also allow me to recognize all those from UNIDO who organized this important event, including those based outside Vienna. Each of you has worked tirelessly and has made a crucial contribution to the success of this event.

I think we all agree that the moderator, Mr. Todd Benjamin, has also done a superb job in leading the discussions and deserves our great appreciation. I would also like to thank the Permanent Missions in Vienna accredited to UNIDO. Thank you for your unyielding commitment to this event.

A special thank-you goes to the UNOV Conference Services, to the UN Safety and Security Services, and to the many interpreters and technicians. Without your diligent work, this forum would not have been possible. I should not forget to thank the friends from the media for their excellent coverage of this event.

This forum is a direct follow-up to the first ISID Forum, held in June 2014, when we began discussing strategies and instruments for ISID. In this second forum, we sought to demonstrate how UNIDO can work with partners to support the implementation of governments' industrialization strategies. We sought to elaborate, with focused interventions and in an action-oriented manner, how a partnership-based country programme can support our member states, especially least-developed countries.

Since we are testing the new partnership approach, we also sought to extend the discussion beyond the two pilot countries. We aim to deepen the partnership dialogue with governments, DFIs, sister UN agencies, the private sector, donors, and practitioners. In fact, with all of you here.

We seek to better understand how we can work together, what constraints we face and must overcome, and what opportunities we have for successful collaboration.

I am truly encouraged by the dynamic participation in this forum—around 450 participants from 92 countries, 12 DFIs, and 90 private companies have taken part. Two prime ministers from pilot countries, the United Nations Secretary-General, commissioners of the African Union and European Union, the Secretary-General of the African, Caribbean, and Pacific Group of States, presidents of ECOSOC and General Assembly, Chairperson of DAC OECD, 16 ministers, and nine deputy ministers. We appreciate the wide participation and the wisdom shared during this event.

We were greatly inspired by the supportive statements from many dignitaries. Mr. Ban Ki-moon's opening statement outlined four major areas where inclusive and sustainable industrial development can play a key role: economic transformation, employment creation, greater social inclusion for better security and lasting peace, and attention to climate change. We heard the Prime Minister of Ethiopia, H.E. Mr. Hailemariam Desalegn, call upon us to join hands as Ethiopia embarks on its partnership country programme for industrial development. The Prime Minister of Senegal, H.E. Mr. Mahammed Dionne,

called upon UNIDO to accompany Senegal in accelerating the structural transformation of its economy. The Government of Senegal wants UNIDO as its main advisor in implementing its industrial strategies and policies. We heard Mr. Neven Mimica, Commissioner for International Cooperation and Development, European Commission, promoting social, inclusive, and green growth in his first speech as Commissioner. He took up his office only two days ago. He called upon UNIDO as a partner to shape development policy. I must say, we already agree on the most central part: ISID for all.

We heard Ms. Fatima Haram Acyl, Commissioner for Trade and Industry of the African Union Commission, reconfirm the African Union's commitment to industrialization very strongly when she said, "From vision to action, we must accelerate our industrialization and the inclusive and sustainable industrial development model is the only way to go."

Just before this forum, I received the message from the President of the World Bank Group, Mr. Jim Yong Kim, that the World Bank is ready to combine its expertise and resources with UNIDO in the two pilot countries.

Private companies in and outside the pilot countries have expressed a strong interest to join UNIDO in the partnership programme. We have also received a few pointers from the private sector that we should keep in mind: strong leadership is needed; a solid legal framework that protects long-term investment is required; SMEs need access to hard currency to grow and prosper; and the industry needs skilled manpower.

UNIDO can play a role and facilitate the coordination between the private and the public sector in four areas.

First, the message I received during my bilateral meeting with ministers, DFIs, and private- sector institutions is that they are ready to join hands with UNIDO. They have financial resources—it is up to us to deliver. Many participants have raised perhaps the most important question, What are the next steps?

Second, creating funding potential. I met with heads of commercial banks—Islamic Development Bank, Saudi Fund for Development, Arab Bank for Economic Development in Africa (BADEA), and Kuwait Fund for Arab Economic Development. They expressed great interest in providing financial resources to the two pilot countries.

Third, new requests to join the pilot programme. Representatives from Bangladesh, Ghana, Kyrgyzstan, Mozambique, Zimbabwe, and others voiced interest in joining the pilot programme. This sends a strong signal and demonstrates strong commitment to ISID. We will disseminate the experiences of achieving inclusive and sustainable industrial development in the two pilot countries to all our member states. Let them learn quickly.

And fourth, the two pilot countries have already started the process of industrialization. Ethiopia has begun its large-scale infrastructure strategy and the design of various industrial parks for light manufacturing and food and leather processing—actively integrating private companies, agro-industries, and agro-processing. And in Senegal, apart from its comprehensive industrial strategy, the government has allocated US$50 million for designing and building industrial parks. With the positive feedback we have received, we will continue our efforts to finalize the partnership-based country programmes for Ethiopia and Senegal before the end of this year, in close coordination with the two governments and partners.

Implementing the partnership programmes will be a challenge, but we are ready to face this challenge together. With strong national leadership, I am convinced we will succeed. UNIDO already has two country teams in place and has committed financial resources for preliminary activities. And UNIDO will work with governments and partners to mobilize additional funds. The whole organization is mobilized behind our country teams. We envisage a partnership trust fund to promote collective actions and catalyse national and international development partners to provide the support, knowledge, and financial resources to effectively implement ISID strategies. Several UNIDO Member States have already voiced interest in contributing to such a trust fund. The

Governments of Ethiopia and Senegal are taking the lead in coordinating all partners through national task forces, led from the highest authority. We will actively support this coordination on the ground.

Please allow me to mention the valuable and extensive contribution of Mr. Justin Lin. Mr. Lin was the Chief Economist of the World Bank and is now the head of the National School of Development at Beijing University. His studies on a new structural economy provide a framework for rethinking development policies. Mr. Lin and UNIDO are cooperating on a detailed implementation strategy for the pilot countries—Growth Identification and Facilitation for Industrial Upgrading and Diversification (GIFiUD). GIFiUD is a new UNIDO methodology that aims to assist our member states in accelerating industrialization in a dynamic global environment.

I would also like to announce that the Executive Board of UNIDO has approved the invitation of Ms. Helen Hai to become a UNIDO Goodwill Ambassador. Ms. Hai combines a strong academic background with experience in the financial sector. She has been a special adviser to four African presidents and is now an executive member of Huajian Shoe Factory. Ms. Hai will join us to promote ISID and bring the manufacturing industry to the African continent.

LI Yong
Director General
UNIDO

Panellists and discussants

Mr. LI Yong, Director General, United Nations Industrial Development Organization (UNIDO)

LI Yong, Director General, United Nations Industrial Development Organization (UNIDO), has had an extensive career as a senior economic and financial policy maker. As Vice-Minister of Finance of the People's Republic of China and member of the Monetary Policy Committee of the Central Bank for a decade, Mr. LI was involved in setting and harmonizing fiscal, monetary, and industrial policies, and in supporting sound economic growth in China. He pushed forward financial-sector reform, and prompted major financial institutions to establish corporate governance, deal with toxic assets, and strengthen risk management.

Mr. LI prioritizes fiscal and financial measures to promote agricultural development and SMEs, the cornerstones for creating economic opportunities, reducing poverty, and promoting gender equality. He played a key role in China's cooperation with multilateral development organizations, such as the World Bank Group and the Asian Development Bank.

H.E. Mr. Hailemariam Desalegn, Prime Minister, Ethiopia

H.E. Mr. Hailemariam Desalegn has served as Prime Minister of Ethiopia since 2012. He previously served as Deputy Prime Minister and Minister of Foreign Affairs under Prime Minister Meles Zenawi from 2010 to 2012. Mr. Desalegn succeeded Prime Minister Zenawi in August 2012, as Prime Minister, initially in an acting capacity. He was elected as Chair of the Ethiopian People's Revolutionary Democratic Front (EPRDF), the ruling party, on 15 September 2012. He also served as the Chairperson of the African Union from 2013 to 2014.

Mr. Desalegn completed a bachelor's degree in civil engineering from the Addis Ababa University in 1988. He subsequently worked as a graduate assistant in Arba Minch University. Shortly after, he obtained a scholarship to attend Tampere University of Technology in Finland and completed a master's degree in sanitation engineering. He then returned to Ethiopia, where he served in a number of academic and administrative positions, including Dean of the Water Technology Institute for over a decade.

H.E. Mr. Mahammed Dionne, Prime Minister, Senegal

H.E. Mr. Mahammed Dionne is a Senegalese politician who has served as the Prime Minister of Senegal since his appointment by President Macky Sall on 6 July 2014. Since March 2014, Mr. Dionne has served as adviser to the President, with the rank of minister in charge of an economic and social development plan.

Mr. Dionne has worked for UNIDO, which promotes and accelerates inclusive and sustainable industrial development in developing countries and economies in transition. He also served at the Central Bank of West African States. His educational background is in computer engineering.

H.E. Mr. Ban Ki-moon, Secretary-General, United Nations

H.E. Mr. Ban Ki-moon is the eighth Secretary-General of the United Nations. His priorities have been to mobilize world leaders around a set of new global challenges, from climate change and economic upheaval to pandemics and increasing pressures involving food, energy, and water crises. He has sought to be a bridge-builder, to give voice to the world's poorest and most vulnerable people, and to strengthen the Organization itself.

He received a bachelor's degree in International Relations from Seoul National University in 1970, and earned the degree Master of Public Administration from the John F. Kennedy School of Government at Harvard University in 1985. Mr. Ban was awarded the degree of Doctor of Laws (Honoris Causa) by the University of Malta. He further received an honorary degree of Doctor of Laws from the University of Washington in October 2009.

Mr. José Graziano da Silva, Director-General, Food and Agriculture Organization of the United Nations (FAO)

Mr. José Graziano da Silva has been the Director-General of FAO since 1 January 2012. Previously he headed the FAO Regional Office for Latin America and the Caribbean from 2006 to 2011, working on food security, rural development, and agriculture issues for over 30 years, most notably as the architect of Brazil's Zero Hunger (Fome Zero) programme.

As Director-General of FAO, Mr. Graziano da Silva has sharpened the Organization's strategic focus and strengthened its field presence. He is also working to establish a better value-for-money culture. At the international level, he concentrates on building consensus on food security–related issues. He has also encouraged closer cooperation with development partners, supports South–South cooperation, and has increased collaboration with civil society and private sector entities, including farmer organizations and cooperatives for smallholder producers.

Mr. Graziano da Silva holds a bachelor's degree in Agronomy and a master's degree in Rural Economics and Sociology from the University of São Paulo (USP), and a Ph.D. in Economic Sciences from the State University of Campinas (UNICAMP). He also has post-doctorate degrees in Latin American Studies (University College of London) and Environmental Studies (University of California, Santa Cruz).

Ms. Fatima Haram Acyl, Commissioner for Trade and Industry, African Union Commission

Ms. Fatima Haram Acyl is currently the Commissioner for Trade and Industry, African Union Commission. She has in the past served in Chad and the USA in various capacities, including as interim Project Manager and Director of Administration & Finance of the Lake Chad Basin Commission (LCBC) project funded by the Global Environment Facility (GEF) through its implementing agencies, the UNDP and the World Bank in Chad; and has in addition been Deputy Director General of the Agricultural Bank of Chad.

Ms. Acyl earned an MBA (the degree of Master of Business Administration, with Honours), specializing in Finance, from Xavier University of Cincinnati, Ohio, USA, and a Bachelor of Science degree in

Business Administration from the University of Moncton, New Brunswick, Canada.

Mr. Neven Mimica,
Commissioner for International Cooperation and Development, European Commission

Mr. Neven Mimica is a Croatian politician and diplomat. He became the European Commissioner for International Cooperation and Development in November 2014. On December 23, 2011, he was selected as a Deputy Prime Minister of the Croatian government, responsible for Internal, Foreign, and European policies. On July 1, 2013, Mr. Mimica became Commissioner for Consumer Protection for the European Commission.

Mr. Mimica received a bachelor's degree in foreign trade from the Faculty of Economics, University of Zagreb, in 1976 and earned a master's degree from the Faculty of Economics there, having completed his master's thesis on "Elements of the Croatian Export Strategy" in 1987.

Mr. Erik Solheim,
Chair of the Organisation for Economic Co-operation and Development OECD-Development Assistance Committee (OECD-DAC)

Mr. Erik Solheim became the new Chair of the OECD DAC (Development Assistance Committee) in December 2012. Formally a politician for the Socialist Left Party (SV) in his native Norway, he previously worked as Minister of International Development beginning in 2005 and then Minister of the Environment in 2007, encompassing both roles until 2012. Solheim was leader of the Socialist Youth from 1977 to 1981, Socialist Left Party secretary from 1981 to 1985, and its leader from 1987 to 1997. He served as a member of the Parliament of Norway from 1989 to 2001. Until being appointed Norway's Minister of International Development in 2005, he worked as a diplomat.

Mr. Petko Draganov,
Deputy Secretary-General, United Nations Conference on Trade and Development (UNCTAD)

Mr. Petko Draganov assumed his functions as Deputy Secretary-General of UNCTAD on 1 May 2009, following his appointment by the United Nations Secretary-General. He was previously President of UNCTAD's Trade and Development Board, contributing to the Accra Conference as Chair of the UNCTAD XII Preparatory Committee and the Committee of the Whole.

He began his diplomatic career in the Bulgarian Ministry of Foreign Affairs, serving in Ghana and Zimbabwe as well as in the African Department of the Foreign Ministry. From 1993 to 1998, he was Bulgaria's Ambassador to South Africa, Namibia, and Botswana. In 1998 he was appointed Permanent Representative of Bulgaria to the United Nations and Other International Organizations in Geneva. He served as President of the Conference on Disarmament from August to December 2000.

From 2001 to 2005, he held the position of First Deputy Minister of Foreign Affairs of Bulgaria, in charge of multilateral diplomacy development, disarmament, and European integration issues. He served as Bulgaria's Permanent Representative in Geneva

from 2005 to 2008. He received his master's degree in International Law at the Moscow State Institute for International Relations.

Mr. Alhaji Muhammad Mumuni, Secretary General, African, Caribbean, and Pacific Group of States (ACP)

Mr. Alhaji Muhammad Mumuni is a distinguished African statesman and politician. Mr. Mumuni took office as ACP Secretary General in April 2013. He has continued the reforms and initiatives undertaken by his predecessor on the future perspectives of the ACP Group, the negotiations of the EPA, the Intra-ACP cooperation, and South-South and Triangular cooperation. He was previously Member of Parliament for Kumbungu Constituency for two consecutive terms (1996–2000 and 2000–2004) and was elected for a third term in December 2012. Alhaji Muhammad Mumuni has also been a member of the Governing Body of the International Labour Organization (ILO) in Geneva (1999-2001). He was President of the 87th Session of the International Labour Conference of the ILO in June 1999.

He entered the University of Ghana in 1969, where he completed his LL.B and continued at the Ghana Law School to acquire his postgraduate degree in law (LL.M). In October 1975, he obtained a BL qualification from the Ghana School of Law.

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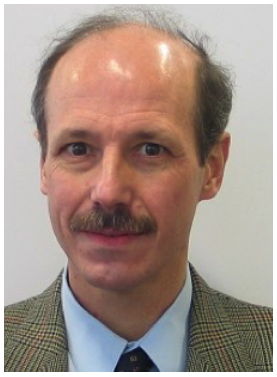
Mr. Todd Benjamin, Veteran Journalist, Experienced Interviewer, and Former Financial Editor, CNN International

Mr. Todd Benjamin has worked as an anchor, correspondent, and financial editor for CNN, based in Washington DC, New York, Tokyo, and London, for more than 25 years. As an award- winning journalist, Mr. Benjamin has interviewed global leaders from Mikhail Gorbachev to Alan Greenspan. Mr. Benjamin's wide-ranging international experience and informed opinions, combined with his engaging style, have made him a sought-after speaker, moderator, and interviewer of key business and political leaders. He continues to appear on CNN to provide live commentary and analysis and writes a blog for the CNN website, where his views on the economy, financial markets, energy, and other issues are followed widely. He is also a visiting Lecturer in Leadership at the London Business School Executive Education programme.



Mr. Philippe Scholtès, Managing Director, Programme Development and Technical Cooperation Division, UNIDO

Mr. Philippe Scholtès joined UNIDO in 1988. He has since served in various capacities including Representative in Viet Nam and Regional Director for South Asia in India. He is currently leading the Programme Development and Technical Cooperation Division, acts as Director ad interim of the Agri-Business Development Branch, and is a member of the Executive Board. Mr. Scholtès holds an MSc degree in industrial engineering from

the Institut Supérieur Industriel du Luxembourg with a major in electro-mechanics and an MSc in economics from the Catholic University of Louvain.

H.E. Mr. Ahmed Abtew, Minister of Industry, Ethiopia

Mr. Ahmed Abtew has 20 years of experience in high-level positions. He is the former Deputy Governor of Amhara Regional State and currently heads the Bureau of Industry and Urban Development. For the last 16 years, he has also worked as Head of Finance and Economic Development, Trade Industry, and Urban Development as well as other Bureaus.

H.E. Mr. Mebrahtu Meles, State Minister of Industry, Ethiopia

Dr. Mebrahtu Meles has more than 15 years of management experience, at both the senior and executive levels. He has extensive experience in managing and organizing various regional and federal private-sector supporting institutions, and other private-sector programmes and projects. He earned a Ph.D. in Research Private Sector Development and a Master of Science degree in Economics and Management in the Agro-Industrial Complex.

Mr. Dejene Tezera, Industrial Development Officer and Team Leader of the Programme for Country Partnership in Ethiopia, UNIDO

Mr. Dejene Tezera has more than 25 years of experience in agro–food processing industries. He began his career in the Ethiopian Food Corporation as a process engineer, head of quality control, and senior researcher. Subsequently, he worked as researcher in the Agro-Technology Research Institute in Wageningen, the Netherlands. From 1999 until 2006, he worked for FAO as team leader of an agro-industry project in Iraq and then as Chief Technical Advisor for a joint UNIDO-FAO program in Jordan. Presently, he works as an Industrial Development officer in the Agribusiness Development branch of UNIDO. His work consists of developing projects and programs for agro-food value chains, managing technical assistance projects, developing sector strategies, and providing advisory support related to agribusiness.

Mr. Tezera has a Master of Science degree, specializing in Agro-Food Process Technology, from Wageningen University, the Netherlands.

Mr. Khaled Bomba, Agricultural Transformation Agency, Ethiopia

Mr. Khalid Bomba is the Chief Executive Office of the Ethiopian Agricultural Transformation Agency (ATA). Prior to joining the ATA, Mr. Bomba was Senior Program Officer within the Agriculture Development Program at the Bill and Melinda Gates Foundation, where he developed and managed grants focused on strengthening

the human and institutional capacities of agriculture in Africa. He has held senior-level positions in various public and private-sector institutions and began his career at JP Morgan, where he spent 10 years working on corporate finance and sovereign debt issues.

Mr. Eugene Owusu, UN Resident Coordinator, Ethiopia

Mr. Eugene Owusu has been the UN Resident Coordinator, UN Humanitarian Coordinator, and UNDP Resident Representative since 2010. He came to Ethiopia with a strong background in research, operational management, and development. Mr. Owusu served UNDP in various senior management positions, the latest being Senior Advisor at the UNDP's Brussels Office between 2007 and 2010. He also served as UNDP Deputy Resident Representative in Tanzania (2002–2007), and Economic Advisor in Uganda and Sierra Leone (1996–2002).

Mr. Owusu holds a bachelor of science degree in Agricultural Economics from the University of Science & Technology (Ghana), and a master's degree in science, specializing in Agricultural Economics, from the University of Tennessee. He also holds a Ph.D. in Agricultural Economics from the Pennsylvania State University.

Mr. Guang Z. Chen, Director, World Bank, Ethiopia

Mr. Guang Z. Chen joined the World Bank in 1997. Trained as a development economist, Mr. Chen has more than 20 years of international experience in the field of development finance and infrastructure management. He was appointed as the Bank's Country Director for Ethiopia, his current position, in late 2011.

Mr. Chen obtained his bachelor's degree in Economics from Sun Yat-Sen University in China and a graduate degree in Economics from Harvard University.

Mr. Adamou Labara, Resident Representative, International Finance Corporation (IFC), Ethiopia

Mr. Adamou Labara is the International Finance Corporation (IFC) Resident Representative for Ethiopia, Djibouti, Eritrea, and Somalia, based in Addis Ababa since April 2011. He is responsible for all of IFC's activities in those countries.

Mr. Labara joined IFC in 1998 as an Investment Officer for the Central Africa region based in Douala. He later moved to the Abidjan Office, then Johannesburg and Dakar in various positions and sectors including Financial Markets, General Manufacturing and Services, and Infrastructure. He was Resident Representative for the Democratic Republic of Congo, based in Kinshasa, before moving to his current position. He continues to monitor IFC's activities for DRC.

Mr. Labara holds an MBA from Henley Business College, Oxfordshire, UK, and a master's degree in Economic Sciences from the University of Yaoundé, Cameroon.

Mr. Admasu Nebebe, Director, UN Agencies and Regional Economic Cooperation Directorate, Ministry of Finance and Economic Development, Ethiopia

Mr. Admasu Nebebe is Director of the UN Agencies and Regional Economic Cooperation Directorate of the Ministry of Finance and Economic Development in Ethiopia. His tasks include mobilizing external funding for the country's development programmes, monitoring and evaluating programmes implementation, and ensuring the achievement of intended development results. He is also a focal authority on aid coordination in Ethiopia. In this context, he leads the establishment of the aid architecture in the country, serves as Chair of the Harmonization Taskforce established by the Development Assistance Group and the Government of Ethiopia High Level Forum, and is the focal authority at the Secretariat of the Forum. He has recently been tasked to represent Ethiopia in the negotiation process of global and UN climate financing.

Mr. Nebebe has a master's degree in Development Studies from the Institute of Social Studies in The Hague and a bachelor's degree in Management and Public Administration from Addis Ababa University.

Dr. Arega Yirdaw, CEO, MIDROC Ethiopia, Ethiopia

Dr. Yirdaw is a Chief Executive Officer at MIDROC Ethiopia. He used to work as a Chief Executive Officer and General Manager at Huda Real Estate PLC and was the CEO of Trans Nation Airways.

Dr. Yirdaw earned his bachelor's degree in Mechanical Engineering from Addis Ababa University as well as a master's degree in Aerospace Engineering in the UK and a Ph.D. in Corporate Management in the USA.

H.E. Mr. Kazuhiro Suzuki, Ambassador of Japan in Ethiopia

Mr. Kazuhiro Suzuki is now Ambassador Extraordinary and Plenipotentiary of Japan to Ethiopia since 2013. He is also the Permanent Representative of Japan to the African Union.

Mr. Suzuki has served as an expert in Japan's foreign aid programs and Japan's International Cooperation Agency (TICAD).

Ms. Helen Hai, CEO of Made In Africa Initiative

Ms. Helen Hai is Chief Executive Officer of the "Made in Africa" Initiative, which is chaired by Justin Yifu Lin. Their innovative approach in development cooperation aims to advise various African governments on industrialization and attracting foreign direct investment.

Ms. Hai is also Advisor to the Ethiopian Government on Investment Promotion and the Rwanda Government on Industrialization.

Previously, she worked as Vice-President and CEO of Overseas Investment for the Huajian Group, where she successfully led the set-up of export production in Ethiopia and was elected as Vice-Chair of the Chinese Chamber of Commerce in Ethiopia. Ms. Hai was trained as an Actuary in the United Kingdom and has

previously served as Vice-President and Chief Actuary for Zurich Financial Services in China.

H.E. Mr. Xie Xiaoyan,
Ambassador of China in Ethiopia

Mr. Xie Xiaoyan is Ambassador Extraordinary and Plenipotentiary of the People's Republic of China to the Federal Democratic Republic of Ethiopia and Representative of the People's Republic of China to the African Union. From 1983 to 1986, Mr. Xie was an Attaché in the Department of North American and Oceanian Affairs, Ministry of Foreign Affairs. During the period 1986–1990, he became Third Secretary, Second Secretary, and Deputy Director of the Political Section, Chinese Embassy in the Commonwealth of Australia. During the period of 1990–1996, Mr. Xie served as Second Secretary, Deputy Director, and First Secretary in the Department of North American and Oceanian Affairs, Ministry of Foreign Affairs. In 1996, he became the First Secretary in the Chinese Embassy in Canada. During the period of 2000–2002, he served as a Counsellor and Deputy Chief of Mission, Chinese Embassy in the Commonwealth of Australia. In 2002, Mr. Xiaoyan became the Deputy Director-General, Department of Policy Planning, Ministry of Foreign Affairs. From 2007 to 2010, he served as an Ambassador Extraordinary and Plenipotentiary of the People's Republic of China to the Islamic Republic of Iran. From 2010 to 2011, Mr. Xie served as an Ambassador in the Policy Planning Department, Ministry of Foreign Affairs.

H.E. Mr. Giuseppe Mistretta,
Ambassador of Italy in Ethiopia

Mr. Giuseppe Mistretta, formerly Italy's Ambassador in Angola was named his country's Ambassador to Ethiopia in 2014. H.E. Mr. Mistretta is also the author of "Un ponte lungo quattro secoli" (Gangemi Editore, 2013), a book of curious stories that link Italy and Angola, which offer a glimpse at the life of an ambassador in an African diplomatic mission. Mr. Mistretta's book also explains how the job of an ambassador is essentially to develop and consolidate bilateral relations.

Mr. Gerald Enzinger,
CEO, Helioz GmbH

Mr. Gerald Enzinger is CEO of Helioz, a social enterprise engaged in R&D as well as selling affordable products for low-income households in developing countries. He is presently setting up the serial production of the solar-powered, UV-measurement device WADI as well as signing contracts with distributors in many developing countries in Latin America, Africa, the Indian subcontinent, and Southeast Asia.

In his former career, for more than 20 years, Mr. Enzinger was very successful in engineering and senior executive management positions in the globally acting Aerospace and Defence industry, working in Austria (Frequentis, TTTech), Germany (Dornier/EADS), the Netherlands (ESA), and in the USA (NASA).

Mr. Dan Lejerskar,
Chairman, EON Reality

Mr. Dan Lejerskar began his career in 1985 at Volvo Aerospace as program manager for the Arianne 5 rocket program for the main engine rocket. In 1998, he co-founded EON Reality and also headed RealityBUY.com, a company that developed interactive 3D focusing on development, content, and application. The company grew organically to a peak of US$240 million. His awards include Most Accomplished Businessman for the Fastest Growing Company in Western Sweden, 1995–96; Fastest Growing Company in Sweden, 1996; Co-winner with the CEO of Volvo AB of Chalmers University of Technology's Daleen Prize and Entrepreneur of the Year, 1997.

Mr. Lejerskar holds dual Masters of Science degrees in Mechanical Engineering and Computer Science from Chalmers University, Gothenburg, Sweden.

Mr. Liu Hao, CEO of China-Africa Development Fund

Mr. Liu Hao is the current CEO of the China-Africa Development Fund (CAD Fund). Before joining the CAD Fund, he served as the Deputy Director of the China Development Bank (CDB) International Finance Department, Deputy Director of the Global Cooperation Department (CDB), President of the CDB Hong Kong branch, and Deputy Director of the Planning Department (CDB). He holds a Ph.D. in Economics.

Mr. Jiang Xiaobing,
Vice-President, CGGC Gezhouba Group

Mr. Jiang Xiaobing is the Vice-President of CGGC for the Gezhouba Group Co., Ltd., in Hubei, China. Gezhouba contracts water conservancy projects, which include the Lancangjiang Dachaoshan Hydropower Station and the Three Gorges Project. Gezhouba also manufactures and markets cement and constructs highways as well as other categories of transportation.

H.E. Dr. Papa Abdoulaye Seck,
Minister of Agriculture, Senegal

Dr. Papa Abdoulaye Seck is the current Minister of Agriculture and Rural Equipment of Senegal.

He previously served as Director General of Africa Rice Center (Africa Rice) for seven years, beginning in October 2006. Before joining Africa Rice, Dr. Seck served as the Director General of the Senegal Agricultural Research Institute (ISRA) and Advisor to the Prime Minister of Senegal. Since 2003, he has been a Member of the Academy of Science and Technology of Senegal. Dr. Seck has served on numerous national and international committees and was the Chair of the Forum for Agricultural Research in Africa (FARA) from 2003 to 2005. He is the representative of the Alliance of the CGIAR Centres on the FARA Board and serves on the Global Forum on Agricultural Research (GFAR) Executive Committee

In 2010 the Government of Senegal named Dr. Seck Officier de l'Ordre du Mérite and in 2005 Chevalier de l'Ordre National du Lion. In 2009, he

was honoured by the French Government with the Chevalier de l'Ordre du Mérite Agricole. He received the West and Central African Council for Research and Development (CORAF/WECARD) Medal of Honour in 2007 and a Certificate of Recognition from FARA in 2005.

Dr. Seck earned his Ph.D. in Agricultural Economic Analysis and Policy from the University of Dijon in 1989.

H.E. Mr. Aly Ngouille Ndiaye, Minister of Industry and Mining, Senegal

Mr. Aly Ngouille Ndiaye serves as the Minister of Industry and Mining of Senegal. Prior to this appointment, Mr. Ndiaye managed Aris Engineering, an estate agency. He also served as Loan Director at Banque de l'Habitat du Sénégal. He has been active in setting up and managing the Djollof Microfinance Scheme, where small business owners can gain access to capital.

Mr. Ndiaye was born in Linguere in northern Senegal. He graduated from the Thiès Polytechnic School of Senegal and from the Illinois Institute of Technology, Chicago.

Mr. Victor Djemba, UNIDO Representative in Senegal

Mr. Victor Djemba has been the UNIDO Representative in Senegal since 2013. From 2007 to 2013, he held the position of Expert at UNIDO Headquarters (Vienna). Mr. Djemba worked with the country-level adoption of the Delivering as One (DaO) approach, which resulted, remarkably, in effective UNIDO involvement in more than 16 DaO countries including the eight pilots; increased recognition of productive activities and trade capacity building in UNDAFs; and raised almost US$30 million over 2008–2012. Mr. Djemba also designed, developed, and participated actively in the management of a €2.5 million support programme over the period 2008–2013, which resulted in in-house capacity building toward DaO and the strengthening of UNIDO field office capacity with more than 300 national/international consultants.

Mr. Djemba earned his bachelor's degree in Electromechanical Engineering from Ecole Nationale Supérieure Polytechnique, Yaoundé, Cameroon, as well as a master's degree in Development Economics from the University of Sussex, Brighton, UK.

Mr. Tidiane Boye, Industrial Development Officer and Team Leader for the Programme for Country Partnership Senegal, UNIDO

Mr. Tidiane Edouard Boye has international work experience of close to 25 years in the fields of Private Sector Development and Investment Promotion. He has worked extensively in the private sector (companies as well as private-sector associations) and in international organizations. His work has covered Africa, the Middle East, and Asia. He is a graduate of Mc Gill University and Cambridge University, where he studied Economics, Political Science, and Development Studies.

Mr. Ibrahima Wade, Director General, Officer-in-Charge of the Emerging Senegal Plan

Mr. Ibrahima Wade is the Director General, Office in Charge of the Plan Senegal Emergent. Mr. Wade also served as Secretary General for accelerated growth strategy (SCA), a structure created by the government to support the effort to achieve a long-term growth rate of 7%--a difficult project, given the urgency to act and the challenges of globalization.

Ms. Bintou Djibo, UN Resident Coordinator, Senegal

Ms. Bintou Djibo is the Resident Coordinator for Senegal at UNDP. She is a career economist who has worked for the UN since 1990, with the exception of three years spent at the World Bank as a programme manager in Washington, DC.

Ms. Djibo has also served as an Adjunct Resident Coordinator in the Democratic Republic of Congo and was Resident Coordinator in Gabon prior to beginning her present position in Senegal in 2010.

Dr. Vera Songwe, Director of Operations for Senegal, World Bank

Dr. Vera Songwe is a non-resident senior fellow in the Africa Growth Initiative and currently the World Bank country director for Senegal, Cape Verde, The Gambia, Guinea-Bissau, and Mauritania. Her areas of policy interest include economic growth and structural transformation, capital markets and financial regulation, and governance with an emphasis on energy and agriculture issues.

Dr. Songwe holds a Ph.D. in Mathematical Economics from the Center for Operations Research and Econometrics of the Catholic University of Louvain (CORE-UCL) in Belgium. Dr. Songwe was previously a visiting scholar at the University of Southern California and at the Federal Reserve Bank of Minneapolis. In 1997, she joined the World Bank Group as an economist specializing in the Middle East and North Africa. As a lead economist, she worked on East Asia and South Asia and currently focuses on Africa, providing advice to senior policymakers in both government and the private sector. She is also a member of the Mo Ibrahim Governance Advisory Board.

Mr. Mamadou Lamine Niang, President, Chamber of Commerce and Industry, Senegal

Mr. Mamadou Lamine Niang is the President of the Chamber of Commerce of Industry and Agriculture of Senegal.

Mr. Niang has held many relevant functions as a private associate. He is currently the chairman of the African and Francophone Chamber of Consultancy (CPCCAF). Formerly, he worked as the Director General of the Senegalese Society for Automobile Development (SOSEDA) and was the Director General of DICOPA, the Industry of Cosmetics and Perfumery. He joined the Administrative Board of EQUIP-PLUS in 2005, where he became the president.

Mr. Niang holds a degree in Business and Economy from the University of Grenoble and a diploma of l'Institut Supérieur des Affaires (ISA) in Jouy-En-Josas, France.

H.E. Mr. Filippo Formica, Ambassador and Permanent Representative of Italy to the International Organizations, Vienna

H.E. Mr. Filippo Formica became an Ambassador and Permanent Representative of Italy to the International Organizations in Vienna on 11 June 2012.

Mr. Formica joined the Foreign Service in 1980 and served in the Italian representations in Geneva at the United Nations (UN), in Dakar as the Deputy Chief of Mission, and in Washington, D.C. and in Brussels at the European Union (EU) as a Political Counsellor. He has worked in the offices of the Secretary General of the Ministry of Foreign Affairs (MFA) and of the Counsellor of the President of the Republic. Mr. Formica has extensive experience in multilateral diplomacy, disarmament, non-proliferation, security matters, and issues of arms control and has been involved in many international negotiations with the EU, UN, NATO, and the Organization for Security and Co-operation in Europe. During the Italian Presidency of the EU in 2003, he chaired the Working Party on Global Disarmament and Arms Control (CODUN) and the Working Party on Non-Proliferation (CONOP). From 2003 to 2007, he held the position of Director of the Disarmament and Non-Proliferation Department at the MFA, and as Deputy Director General for Political Affairs from 2007 to 2012. In 2009, under the Italian Presidency of the G8, he chaired the Non-Proliferation Directors Group which drafted the l'Aquila Declaration on non-proliferation.

Mr. Formica holds a degree in International Law from the University of Rome.

H.E. Mr. Kitano Mitsuru, Ambassador Extraordinary and Plenipotentiary, Permanent Representative of Japan, Vienna

H.E. Mr. Kitano Mitsuru serves as Ambassador Extraordinary and Plenipotentiary, Permanent Representative of Japan to the United Nations, Vienna.

During his career with the Ministry of Foreign Affairs, which he joined in 1980, Mr. Kitano has worked in various capacities, among them Ambassador, Director-General, Disarmament, Non-Proliferation and Science Department (2012); Assistant Vice-Minister, Parliamentary Affairs (2011); Deputy Director-General, Asian and Oceanian Affairs Bureau (2010); Deputy Director-General, Southeast and Southwest Asian Affairs Department (2009–2011); Assistant Vice-Minister, Crisis Management (2009); Deputy Director-General, International Legal Affairs Bureau (2008); Minister, Embassy of Japan in the United States (2005); Minister, Embassy of Japan in Vietnam (2002); Director of Loan Aid Division, Economic Cooperation Bureau (2000); Director of Nuclear Affairs Division, Foreign Policy Bureau (1998); and Legal Counsellor, Cabinet Legislation Bureau (1995).

Mr. Kitano holds a bachelor's degree from the University of Tokyo, Faculty of Letters, and a master's degree from the Graduate Institute of International Studies, University of Geneva.

Mr. Olivier Pezet, Director, French Development Agency

Mr. Olivier Pezet serves as the Director of the French Development Agency in Senegal, Cape Verde, Gambia, and Guinea Bissau. Previously he served as Director in AFD Madagascar between 2008 and 2012. Before then, he worked as a Director of the Risk Department of the French Development Agency during the years 2001–2008.

Mr. Pezet obtained a master's degree in Economics and International Monetary Relations from Université Panthéon Sorbonne (Paris I).

Mr. Yuan Lin, Director General of International Cooperation, China Food and Drug Administration (CFDA)

Mr. Yuan Lin is Director General of the Department of International Cooperation, China Food and Drug Administration (CFDA). He organizes and carries out international exchanges and cooperation with Hong Kong, Macao, and Taiwan in food and drug administration.

Mr. Kalilou Traoré, Commissioner for Industry and Private Sector Promotion, Economic Community of West African States (ECOWAS)

Mr. Kalilou Traoré is the Commissioner for Industry and Private Sector Promotion in the Economic Community of West African States (ECOWAS). He is involved with consolidation of the common market of ECOWAS and the business environment, developing policies to support enterprises and priority sectors, developing regional strategy SMEs with easier access to markets and bank financing, developing common industrial policy, and engaging key stakeholders and partners.

Mr. Traoré was the Director of several ministerial offices in Ivory Coast between 2003 and 2014. He also served as Chairman of the Steering Committee of the Support Programme for Trade and Regional Integration. Mr. Traoré held the position of Chairman of the Audit Committee of ECOWAS Institutions for the period 2010–2013. Mr. Traoré holds a degree in Industrial Engineering from the National University of Côte d'Ivoire.

Mr. Mansour Cama, President, National Confederation of Senegal Employers (CNES)

Mr. Mansour Cama is President of the National Confederation of Senegal Employers (CNES). Mr. Cama is one of the leading voices in Senegalese economy. He is also the Chairman and CEO of the Senegalese Investment Company. He oversees business ranging from fishing industries, leather processing,

and shoe manufacturing to water distribution and banking. As a partner in the Bouygues Group, Mr. Cama holds shares in the water distribution company Senegalaise des Eaux (SDE), which manages the water supply nationwide.

Mr. Cama is considered to be part of the generation of African businesspeople who strongly advocate for widening international trade agreements to include African countries to promote their sustainable social and economic development. A founding member in 1983 and since 1993 Chair of the National Confederation of Employers, Mr. Cama has taken strong positions in favour of adapting business and employment frameworks to the establishment of a powerful private sector. Mr. Cama is also the voice of the Senegalese private sector at various global organizations such as the World Bank and UNIDO. He has lectured extensively on economic topics and participated at numerous gatherings on world trade.

Mr. Gyan Chandra Acharya, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN OHRLLS)

Mr. Gyan Chandra Acharya has been the United Nations Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States since 2012. He is Chair of the Global Coordination Bureau of the Group of Least Developed Countries and contributed to the successful conclusion of the Fourth United Nations Conference on the Least Developed Countries and its follow-up process. From 2010 to 2011, he held the position of Chair of the Working Group on Lessons Learned of the Peace Building Commission. He was also a Member of the Bureau of Land Locked Developing Countries and Chair of the Commission on Social Development. From 2007 to 2009, he was Nepal's Foreign Secretary. From 2003 to 2007, Mr. Acharya was Nepal's representative to the UN and the World Trade Organization in Geneva. Mr. Acharya holds a Master of Economics degree from the Tribhuvan University in Kathmandu.

H.E. Mr. Amir Hossain Amu, Minister of Industries, Bangladesh

H.E. Mr. Amir Hossain Amu is a senior Minister in the Cabinet of the Government of Bangladesh in charge of the Ministry of Industries portfolio. Earlier, he served as Minister in the Ministry of Food and the Ministry of Land and Disaster Management. He has a long history of working in development, specifically of infrastructure and educational and cultural institutions. Under his leadership, the food sector of Bangladesh has achieved remarkable results leading to food self-sufficiency. H.E. Mr. Amir Hossain Amu holds a post-graduate degree in History from Dhaka University.

H.E. Mr. Robert K. Sichinga, Minister of Commerce, Trade and Industry, Zambia

H.E. Mr. Robert K. Sichinga is the former Minister of Agriculture and Livestock and former Minister of Commerce, Trade and Industry in Zambia. Prior to his position with the Ministry of Commerce, he amassed 38 years of practical experience in auditing, accounting, financial control, and general management in

both private and parastatal enterprises, primarily in the industrial sector. He was a general manager and controller in the mining sector with responsibilities for, among other departments, organizational restructuring.

Ms. Darija Sinjeri, Director for Trade Policy and Economic Multilateral Relations, Croatia

Ms. Darija Sinjeri is the Director for Trade Policy and Multilateral Economic Affairs at the Ministry of Foreign and European Affairs Directorate in Croatia. Her areas of responsibility include the common trade policy of the EU, bilateral economic agreements, and multilateral economic organizations.

Ms. Sinjeri is also a full member of the Trade Policy Committee Council of the EU. She has worked in the Office of the Deputy Minister of Foreign and European Affairs. Ms. Sinjeri worked on the preparation of various strategies and legislation in the fields of economics and economic diplomacy.

She also served as the policy expert and advisor on economic, financial, and environmental issues, while working as a diplomat at the Embassy of the Republic of Croatia in the UK from 2006 to 2010.

She holds a master's degree in Finance from the University of Zagreb.

H.E. Mr. Yousef Al-Bassam, Vice-Chairman & Managing Director of the Saudi Arabia Fund (SFD) and Board Chairman of the Arab Bank for Economic Development of Africa (BADEA)

H.E. Mr. Yousef Al-Bassam has served as the Vice-Chairman & Managing Director of the Saudi Arabia Fund (SFD) since 2001; the Board Chairman of the Arab Bank for Economic Development of Africa (BADEA) since 2008, the Alternate Executive Director of the African Development Bank, and the Chairman of the Board of Directors of the Saudi Industrial Development Fund since 2004.

Mr. Al-Bassam served as a Director at the Arab Fund for Economic and Social Development from 2000 to 2008 as well as representing Saudi Arabia on the Administration Committee of the Al-Quds Mosque Fund. He was elected Chairman of this Committee in 2000. Mr. Al-Bassam was awarded a bachelor's degree in Civil Engineering from the King Saud University, as well as a master's degree from the University of Michigan.

Mr. Michael Dickstein, Director, Global Sustainable Development, Heineken International

Mr. Michael Dickstein is a Director of the Global Sustainable Development Department at Heineken International. He is responsible for overseeing and further integrating Heineken's approach to Sustainable Development.

Previously Mr. Dickstein was Corporate Relations Manager of Heineken Netherlands. During his tenure, the Dutch business has launched sustainability initiatives such as the container terminal from Europe's largest brewery to the Rotterdam Harbour, the on-trade initiative "Sustainable Partners in the On-Trade," as well as numerous Responsible Drinking partnerships with health organizations and Dutch cities.

Mr. Dickstein holds a master's degree and Doctorate in Law (Johannes Kepler University, Linz, Austria). He spent his early working life as Chief of Staff for MEP Paul Rübig in Brussels and Strasbourg.

H.E. Mr. Martin Sajdik, President, United Nations Economic and Social Council and Ambassador Extraordinary and Plenipotentiary, Permanent Representative of the Permanent Mission of Austria to the United Nations

H.E. Mr. Martin Sajdik became the seventieth President of the UN Economic and Social Council on 14 January 2014. Prior to his appointment to this New York office, he served as Austria's ambassador to the People's Republic of China, Mongolia, and the Democratic People's Republic of Korea. From 2003 until 2007, Mr. Sajdik was Director General for Economic Affairs and European Integration. Earlier in his career, he served at the Permanent Representation of Austria to the United Nations Office at Geneva. Between postings at the Austrian Embassy in Moscow (1980–1985 and 1989–1991) and with the Executive Secretariat of the Conference on Security and Co-operation in Europe in Vienna (1986–1987), he held executive positions at a major Austrian construction company and an Austrian bank in Moscow.

Mr. Sajdik studied law, international law, and international relations in Vienna, Moscow, and Bologna and received his doctorate degree in law in Vienna in 1971. He is the author of several books on the "enlargement process of the EU," published in Austria, Germany, USA, and most recently in China.

H.E. Mr. Abdul Rishad Bathiudeen, Minister, Ministry of Industry and Commerce, Sri Lanka

H.E. Mr. Abdul Rishad Bathiudeen is the Minister of Industry & Commerce of Sri Lanka. In 2005 the President of Sri Lanka appointed him as Minister of Rehabilitation of Sri Lanka and District Development Minister of Vanni District. Afterward, he was appointed as the Minister of Resettlement. Due to his strong performance, he was promoted to the position of Cabinet Minister of Resettlement & Disaster Relief Services. Mr. Rishad Bathiudeen is the Leader of the All Ceylon Muslim Congress Party.

Dr. Ahmed M. Darwish, Former Minister of State for Administrative Development, Egypt

Dr. Ahmed M. Darwish is the Chairman of the IEEE Egypt Section. His last public occupation was Minister of State for Administrative Development (2004–2011). The portfolio included Preparation of the National Policy and Strategy Document on E-Governance and the Design and Execution of the Institutional and Human Resources Development Program and Governance Institutionalization, including transparency and integrity in government and the public sector. Dr.

Darwish was selected by Singapore to receive the Middle East Eminent Persons Award (MEEP)-2007 in recognition of his work and has been an invited speaker at numerous international events. He served as a consultant to a number of international organizations (UNESCO, FAO, ESCWA, EU, and the World Bank) and to companies in both the United States and Egypt.

Mr. Jan Dusik,
Director, Regional Office for Europe, United Nations Environment Programme (UNEP)

Mr. Jan Dusik graduated with a Doctorate in Law in 2001 from the Law School of the Charles University in Prague. In 2002, he received a Master of Science degree in Environmental Change and Management from the University of Oxford, UK. Mr. Dusik was the lead coordinator for the Czech Republic's Presidency of the EU Environmental Council in the first half of 2009. He was appointed as Minister of the Environment of the Czech Republic in the caretaker government in November 2009, where he served until March 2010. He has headed the delegation of the Czech Republic at numerous meetings of parties of multilateral conventions and international organizations and their bodies. Mr. Dusik has been a staunch advocate of UNEP's work supporting the global transition to an inclusive green economy, representing the organization at a number of major international venues.

Mr. Yao Wenliang,
Deputy Director General, Department of International Trade and Economic Affairs, Ministry of Commerce, China

Mr. Yao Wenliang is the Deputy Director General of the Department of International Trade and Economic Affairs in the Ministry of Commerce, China. Mr. Wenliang served as the Director of Commerce at the Chinese Consulate in Houston from 2007 to 2012. He was also Commercial Counsellor at the Chinese Embassy in Guyana from 2003 to 2006. Mr. Wenliang is extremely knowledgeable and competent at handling intricate national and international commercial governmental affairs. He completed his education at the Shanghai Institute of Foreign Trade.

Dr. Justin Yifu Lin,
Honorary Dean, National School of Development, Beijing University

Dr. Justin Yifu Lin is Honorary Dean and Professor at the National School of Development at Peking University. He is a leading Chinese economist and former Senior Vice-President and Chief Economist of the World Bank. He serves as a consultant to major international organizations and is on the editorial board of several international academic journals on economics.

He received his Ph.D. in economics from the University of Chicago in 1986 and is the author of nearly 20 books, including *The China Miracle: Development Strategy and Economic Reform*, which has been published in seven languages, and *State-owned Enterprise Reform in China*, which is available

in Chinese, Japanese, and English. He has published more than 100 articles in international journals and in collected volumes on history, development, and transition.

H.E. Olusegun Olutoyin Aganga, Honourable Minister, Federal Ministry of Industry, Trade and Investment, Nigeria

H.E. Mr. Olusegun Olutoyin Aganga is the Federal Minister of Industry, Trade and Investment in Nigeria. He was first nominated by General Olusegun Obasanjo and appointed by President Goodluck Jonathan as Minister of Finance from 6 April 2010 to June 2011. He has also served as Chairman of the Nigerian National Economic Management Team. He has been a Governor of several international financial institutions, including the World Bank, the International Monetary Fund, and the African Development Bank. Previously, he was Managing Director at Goldman Sachs International, London, and also worked for Ernst & Young in London and Lagos.

H.E. Mr. Haidar Kholov, Deputy Minister of Industry and New Technologies, Tajikistan

H.E. Mr. Haidar Kholov is the Deputy Minister of Industry and New Technologies of Tajikistan. Mr. Kholov has been involved with supervising the economic sector of his country, including issues of investment attractiveness. Moreover Mr. Kholov has been working in industrial development, including the mining sector, since 2002 in Tajikistan. Mr. Kholov graduated from Tajik National University, Financial and Economic Faculty in the Republic of Tajikistan.

Mr. Kholov graduated from Tajik National University, Financial and Economic faculty in the Republic of Tajikistan.

Mr. João Paulo Pereira da Silva, Director of Strategy & Business Development, Supply Chain Industrial Ecology and IT, Lafarge Cement CE Holding GmbH

Mr. João Paulo Pereira da Silva serves as a Director of Strategy & Business Development, Supply Chain, Industrial Ecology and IT at Lafarge Cement CE Holding GmbH since 2012. From 2002 to 2007, Mr. Pereira da Silva was a Chief Financial Officer at the Chilean branch of Lafarge Perlmooser GmbH. He served as a Lafarge Regional Controller in Latin America from 2007 to 2008 and the Chief Financial Officer at Lafarge from 2008 to 2012.

Mr. Pereira da Silva earned a bachelor's degree from the Fluminense Federal University in Rio de Janeiro. He completed an MBA (Master of Business Administration) programme at the Coppead Graduate School of Business, the Federal University of Rio de Janeiro.

Ms. Aihua Teng, General Manager, Poly Solar Technologies (Beijing) Co., Ltd.

Ms. Aihua Teng is the General Manager of PolySolar Technology (Beijing) Co., Ltd. The company is the Executive Agency for UNIDO's

Applied Solar Technology Integration for the "UN Sustainable Energy for All" program in African Countries. In the past few years, PolySolar has completed several energy projects in 15 African countries. In 2012 PolySolar provided 28,735 sets of solar home systems in Ethiopia, a project that was funded by the World Bank, to provide nine types of solar home systems of capacities ranging from 8W to 130W. In 2013 PolySolar provided 1,000 sets of solar vaccine refrigerators in Ethiopia, a project of the Pharmaceuticals Fund and Supply Agency (PFSA). PolySolar has received recognition from several national and international organizations for the efforts and hard work they devote to developing renewable energies in Africa.

Mr. Nicola Crosta, Head of Policy, UN Capital Development Fund

Mr. Nicola Crosta is a Head of the UN Capital Development Fund's (UNCDF) Knowledge-Management, Policy and Advocacy Department.

He earned a master's degree in Public Administration from Sciences Po (Paris) as well as a master's degree in Business Administration from ESCP in Oxford. Mr. Crosta started working for UNCDF in 2008 as Representative and Chief Technical Advisor in Cambodia. Prior to his experience with the United Nations, Mr. Crosta worked for more than a decade at the OECD (Organization for Economic Co-Operation and Development) in Paris. His work focused on providing policy support on local development and governance to national and sub-national governments across Europe, Latin America, and Asia. From 2005 to 2008, Mr. Crosta was Head of the OECD Rural Development Program, covering over 30 developed and developing countries. His work in the fields of local development, governance, and inequality has been published and translated extensively.

Mr. Nicholas John Kelso, Venture Manager, Philips Light Centre (Philips Lighting Africa)

Mr. Nicholas John ("Nick") Kelso is the Venture Manager for Philips Lighting Africa. In recent years he has been involved in promoting the benefits of energy-efficient lighting and initiated a number of key projects including the Philips Cairo to Cape Town road show and the new Philips Light Centre, which uses solar- powered LED lighting. Mr. Kelso has also initiated and led Philips's "Save the snow"'expedition to Kilimanjaro in December–January of 2007–2008 to highlight the need for a switch to energy- efficient lighting. He has a strong interest in developing communications and awareness for new areas or themes within Philips's lighting business. Examples in recent years are the "Green Switch" approach and more recently the issue of "light poverty" and off-grid lighting solutions in the developing world and in particular Africa. Mr. Kelso is based in the Netherlands and has also authored three books.

Ms. Dorothy Tembo, Deputy Executive Director, International Trade Center (ITC)

Ms. Tembo served as the Executive Director of the multi-donor-funded Enhanced Integrated Framework Programme (EIF) based at the World Trade Organization from 2008 to 2013. Ms. Tembo spearheaded the re-launch of the programme, which at the time supported 48 least developed countries

(LDCs), by addressing their trade-related technical assistance and supply-side constraints. From 2004 to 2008, she served as Chief Trade Negotiator and Director of Foreign Trade in the Ministry of Commerce, Trade and Industry of Zambia. From 2003 to 2004, Ms. Tembo was a Trade and Investment Advisor on the USAID Zambia Trade and Investment Enhancement Project (ZAMTIE) in Lusaka, providing support to the Ministry of Commerce, Trade and Industry and the private sector.

Professor Pavel Kabat, Director General / Chief Executive Officer of International Institute for Applied Systems Analysis (IIASA), Austria

Professor Pavel Kabat became the tenth Director of the International Institute for Applied Systems Analysis (IIASA) in February 2012. As Director General, Professor Kabat is the Chief Executive Office of the Institute, responsible for the formulation, management, and administration of all research programs and other activities at IIASA. Professor Kabat has provided science and policy advice to numerous organizations and governments in various roles such as Chief Scientist for an Asian Development Bank project in Bangladesh from 2008 to 2010, Member of the Advisory Group on Climate to the Dutch Parliament, Member of the High Level International Mekong Delta Committee, and Review Editor for the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

Mr. Shaohua Wu, President, Paris Branch, the Export and Import (EXIM) Bank of China

Mr. Shaohua Wu has worked as the General Manager of the Concessional Loan Department of the Export and Import Bank (EXIM) Bank, as President of the Beijing Branch, then as General Manager of the Corporate Business Department of the Bank, and is now the President of the Paris Branch.

Mr. Abdulrahim Hasan Naqi, Secretary General, Federation of Gulf Cooperation Council Chambers of Commerce and Industry (FGCC Chambers)

H.E. Mr. Abdulrahim Hasan Naqi is Secretary General, Federation of Gulf Corporation Council Chambers of Commerce and Industry (FGCC Chambers), Dammam, Kingdom of Saudi Arabia. He served as deputy General Manager of the Bahrain Chamber of Commerce Industry before he was appointed to his present position in April 2007. The FGCC Chambers is the umbrella organization of the six major chambers of commerce and industry in the Gulf region.

H.E. Mr. Valeri Dil,
Vice–Prime Minister for Economy and Investments of the Kyrgyz Republic

H.E. Mr. Valeri Dil is the Vice–Prime Minister for Economy and Investments of the Kyrgyz Republic. Mr. Dil served as Director of the Directorate for the Development of Small and Medium Power Energy in the Kyrgyz Republic from 2010 to 2014. From 1986 to 1987, he worked for the Political Department, Ministry of Internal Affairs of the Kyrgyz Republic. In 1987 Mr. Dil became the Chairman of the Executive Committee, Frunzensky Village Council, Kyrgyz Republic. From 1991 to 1993, he held the position of Chairman of the German Business Development Fund of the Kyrgyz Republic. In 1993 Mr. Dil became the Deputy Chairman of the Committee on the State and Constitutional Law and was promoted to the position of Chairman in 2000. From 2005 to 2006, he served as Chairman of the Board of Directors of the "Asia-Polymetal Holding" Corporation. In 2006 Mr. Dil became the Advisor to the Prime Minister of the Kyrgyz Republic on the real economic sector and cooperation with international financial institutions. From 2008 to 2010, he was the First Deputy Director of the Directorate for the Development of Small and Medium Power Energy in the Kyrgyz Republic.

Dr. Jesus Felipe,
Advisor to the Chief Economist, Economics and Research Department, Asian Development Bank

Dr. Jesus Felipe is Advisor to the Chief Economist, in the Economics and Research Department of the Asian Development Bank (ADB), Manila, where he has worked since 1996. His main roles are to advise ADB's Chief Economist on development issues at large and, specifically, on their implications for both ADB's operations and policy dialogue with member developing countries; he also leads the work program on "Asia's Economic Transformation."

Mr. Felipe has held academic positions with the Hong Kong University of Science and Technology and with the Georgia Institute of Technology (Atlanta). He holds a Ph.D. from the University of Pennsylvania.

Ms. Ming Geng,
Deputy Director, China Office, Bill and Melinda Gates Foundation

Ms. Ming Geng serves as Deputy Director of the Bill and Melinda Gates Foundation (BMGF) in its China Office in Beijing. Ms. Geng joined the foundation in this capacity in 2007. She is now leading the China Office Policy, Advocacy, and Government Relations team, which focuses on strategy planning and execution and partnership development to support the foundation's mission of enhancing healthcare and reducing extreme poverty worldwide. Before joining the Foundation, Ms. Geng served as the Southeast Asia Regional Manager and Representative of the Global Alliance for Improved Nutrition (GAIN). In particular, she focused on food fortification in China for one and a half years.

Ms. Geng graduated with an M.D. degree from the Normal Bethune University of Medical Sciences, and received a master's degree in Project Management from Peking University.

Ms. Mariam Kane-Garcia, Directeur Stratégie Afrique & Moyen Orient, Total

Ms. Mariam Kane-Garcia is a Strategy Director for Africa and the Middle East at the international oil and gas company Total. From 2006 to 2009, Ms. Kane-Garcia worked as a Manager of Operations and Retail Development for IS projects at Total Oil Asia Pacific. In 2009 she became a Finance and Corporate Affairs Director at Total's branch office in Vietnam.

Ms. Kane-Garcia earned her master's degree from the ESCP Europe (École supérieure de commerce de Paris).

H.E. Mr. Sekh'ulumi Ntsoaole, Minister of Trade and Industry, Cooperatives and Marketing, Lesotho

H.E. Mr. Sekh'ulumi Ntsoaole has been Minister of Trade and Industry, Cooperatives and Marketing in Lesotho since 2012. He holds a bachelor's degree in Education Management from the University of Massachusetts; a master's degree in Education Management from the University of Bath, UK; and a Diploma in Education Management and Administration from the University of Newcastle upon Tyne, UK. Minister Sekh'ulumi Ntsoaole is a founding member of the Lesotho Union of Public Employees (LUPE) and the Lesotho Public Service Staff Association (LEPSSA). He has held a number of senior positions in education, including General Inspector of Government Schools. He lectures on Management and Administration at the National University of Lesotho (NUL) and has authored several books on education and politics.

H.E. Mr. Kweku Ricketts-Hagan, Deputy Minister of Trade and Industry, Ghana

H.E. Mr. Kweku Ricketts-Hagan was born in Cape Coast in the Central Region of Ghana. He obtained his first degree as a bachelor of science in Economics in 1991 and a master's degree in science with a speciality in Finance in 1995–96 from Birkbeck College, University of London. He studied MBA Finance between 2003 and 2005 at the Graduate School of Business, University of Chicago. Mr. Ricketts-Hagan also completed post-graduate studies in Diplomacy and International Relations at the Whitehead School of Diplomacy, Seton Hall University, New Jersey, in 2005. Until recently, he was Chief Executive Officer of the World Trade Center in Accra, Executive Director of the Investment Banking Group, and General Manager of Strategic African Securities (SAS) Investment Management.

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