



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for  
Country Partnership

# Report of the **Programme for Country Partnership** Peer Learning and Experience Sharing Session

2 February 2021

REPORT BASED ON AUDIO TRANSCRIPT  
AND INTERPRETATION

Organized by UNIDO

# Contents

## Proceedings

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OPENING REMARKS	6
KEY FACTORS FOR THE SUCCESS OF THE PCP AND LESSONS LEARNED	9
COUNTRY DIAGNOSTIC TO INITIATE THE PCP DEVELOPMENT	11
EXPERIENCE SHARING SESSIONS	
<b>TOPIC 1</b> STAKEHOLDER COORDINATION AND PARTNERSHIP AND RESOURCE MOBILIZATION FOR FLAGSHIP INDUSTRIAL PROJECTS	16
<b>TOPIC 2</b> ESTABLISHMENT OF INDUSTRIAL ZONES/SPECIAL ECONOMIC ZONES	32
CLOSING REMARKS	54

## Annex 1

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RECOMMENDATIONS PER SESSION TOPIC	60
TOPIC 1: STAKEHOLDER COORDINATION AND PARTNERSHIP AND RESOURCE MOBILIZATION FOR FLAGSHIP INDUSTRIAL PROJECTS	60
TOPIC 2: ESTABLISHMENT OF INDUSTRIAL ZONES/SPECIAL ECONOMIC ZONES	62

## Annex 2

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BIOGRAPHIES OF SPEAKERS	64
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**MR. JAIME MOLL DE ALBA CABOT (MODERATOR), DIRECTOR, DEPARTMENT OF PROGRAMME AND PARTNERSHIP COORDINATION OF UNIDO**

Excellencies, distinguished delegates, ladies and gentlemen,

Welcome and thank you for joining. My name is Jaime Moll de Alba Cabot and I will have the honour of moderating the first UNIDO Peer Learning Session on the Programme for Country Partnership (PCP). Today we have a unique opportunity to learn, discuss and share experiences and practices among countries with existing PCPs and countries interested in the PCP model. We are privileged to have the participation of high-level representatives of PCP countries who will share their hands-on experience with the PCP, from its development to its implementation, and will respond to your questions. We will also benefit from the experience of UNIDO colleagues who have been directly involved in the PCP.

Today's session will cover two topics at the core of the PCP model. First, stakeholder coordination and partnership and resource mobilization for flagship industrial projects. Ethiopia, one of the first PCPs, which has been in implementation since 2015, will share the experience of the Government in setting up and leading the coordination of stakeholders and partners. Côte d'Ivoire, Morocco and Peru will then share with us concrete examples in line with the national context and priorities. The second topic of today's Peer Learning

Session is the establishment of industrial zones and special economic zones – important components of several PCPs. Industrial parks and agro-poles constitute core components of PCP Senegal, whose representative will present how these large-scale projects contribute to the diversification and transformation of the country's industrial sector. Cambodia, Egypt and Zambia will in turn share concrete examples to illustrate the development of such initiatives for their respective countries. Please join me in extending a warm welcome to UNIDO's Director General, Mr Li Yong, who will now deliver the opening remarks of this session.

For more information on the session and to watch the full video recording, please visit: <https://www.unido.org/pcp-peer-learning-and-experience-sharing>

REPORT BASED ON AUDIO TRANSCRIPTS

## Opening remarks

**MR. LI YONG, DIRECTOR GENERAL OF UNIDO**



Excellencies, distinguished delegates, ladies and gentlemen,

It is my pleasure to welcome you today as we convene for the first time to facilitate the exchange of experiences and best practices on selected topics relevant to advancing inclusive and sustainable industrial development (ISID) within the framework of PCP.

We are fortunate to have with us highly distinguished guests from governments, permanent missions, and experts from current PCP countries, as well as others interested in the PCP model participating in our meeting today.

Despite an extraordinary and unprecedented year brought about by the pandemic, I am pleased to say that the PCPs were able to quickly adapt to the new realities of 2020. Thanks to comprehensive COVID-19 mitigation plans, our PCP development and implementation continued despite the challenges and limitations. We were able to initiate the PCP in the United Republic of Tanzania and support the transition of PCPs from the programming phase to its implementation phases. Our PCP in Ethiopia continued to make progress, including

mobilizing funding for large-scale industrial projects. We have also observed an increased interest in the PCP model from our stakeholders. The statements made by Member States expressing continued support for the PCP approach at the Industrial Development Board sessions last November was highly encouraging.

The PCP is UNIDO's flagship programme to support countries in accelerating inclusive and sustainable industrial development. First introduced in 2014, its piloting phase comprised six countries across all the regions of the globe: Cambodia, Ethiopia, Kyrgyzstan, Morocco, Peru and Senegal.

In 2019, UNIDO initiated the formulation of new PCPs for Côte d'Ivoire, Egypt, Rwanda and Zambia. Going forward, the programme will gradually expand to additional countries. This expansion underscores the success of the PCP framework and culminated in the recent approval of the PCP in the United Republic of Tanzania, as well as initial discussions on a potential PCP in Nigeria.

In the past seven years, the PCP has proved itself as an effective framework to support ISID and the achievement

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Together with other stakeholders we can support the recovery of priority industrial sectors in PCP countries while also contributing to COVID-19 national recovery plans of PCP Member State.

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of Sustainable Development Goal (SDG) 9, through leveraging partnerships and resources for large-scale industrial projects. The high-level commitment and PCP ownership at the national level by Member States affirms support for the PCP as an innovative workable approach to help deliver and scale up ISID impact for development.

Member States have also, on several occasions, expressed their wish to learn from one another when it comes to the PCP approach. During the eighteenth session of the UNIDO General Conference, Member States specifically called on the Secretariat to facilitate the sharing of experiences and best practices among current and prospective PCP countries. This workshop today is a direct response to this call.

I am therefore pleased that we are gathered virtually today to discuss these elements from PCP development and implementation. Sharing experiences, concrete examples and lessons learned will help shed light on effective strategies for stakeholder

coordination, partnership and resource mobilization for flagship industrial projects, which will, in my view, further enhance the Programme's effectiveness in the future.

Our efforts here today are also reflective of our aim and ability to use knowledge as a strategic asset to support the achievement of ISID, and the 2030 Agenda in our Member States. I have no doubt that we can further enhance the efficacy of our PCP model so that it can be applied to many more countries in support of their industrial development priorities in the coming years.

With the COVID-19 pandemic it is more essential than ever that UNIDO supports its Member States to build back their economies in an inclusive and sustainable manner. It is my firm believe that the PCP can play an important role in this process. Through its multi-stakeholder partnership approach, the PCP is uniquely positioned to bring together governments, financial institutions, development agencies, and the business sector, among others. Together with

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With the COVID-19 pandemic it is more essential than ever that UNIDO supports its Member States to build back their economies in an inclusive and sustainable manner.

other various stakeholders we can support the recovery of priority industrial sectors in PCP countries, while also contributing to COVID-19 national recovery plans of PCP Member States.

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I would like to express my sincere gratitude to all of you for your participation and for your support to UNIDO. It is only with your active engagement that we can ensure that we are able to meet the development needs of our Member States, particularly during this time where we are striving to accelerate the use of innovative solutions towards the SDGs.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you very much, Director General, for your enlightening opening remarks. Thank you also for having recalled that today's session is the direct response to the request from Member States at the UNIDO General Conference in Abu Dhabi to facilitate the sharing of experiences stemming from the PCP. I thank you also for recalling the strong support and interest, coupled with the ownership of the PCP countries to ensure their success.

I would like now to invite Mr. Ciyong Zou, the Managing Director of the UNIDO Directorate of Programmes, Partnerships and Field Coordination, to share with us his reflections on the key factors underlying the success of the PCPs and lessons learned over previous years.

Today's workshop presents an excellent opportunity to learn from best practices to successfully develop and implement a PCP, how to mitigate the effects of the current crisis, and how to support the achievement of the 2030 Agenda through the acceleration of inclusive and sustainable industrial development within the framework of the PCP.

I look forward to fruitful discussions and wish you a productive and insightful day.

## Key factors for the success of the PCP and lessons learned

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Today's workshop is a direct response to the call of Member States to share experiences and best practices among current and prospective PCP countries. The nature of the PCP as a multi-stakeholder partnership allows for greater synergies between United Nations entities, development partners, financial institutions, the business sector, academia and civil society.

**MR. CIYONG ZOU, MANAGING DIRECTOR, DIRECTORATE OF PROGRAMMES, PARTNERSHIPS AND FIELD COORDINATION, AND DIRECTOR OF THE DEPARTMENT OF REGIONAL AND FIELD COORDINATION, UNIDO**



Excellencies, distinguished delegates, ladies and gentlemen, it is my honour to address you today for this first PCP peer learning session. As the Director General mentioned in his address, this is the first time such a session is taking place. Today's workshop is a direct response to the call of Member States to share experiences and best practices among current and prospective PCP countries and I want to thank our distinguished guests and speakers for joining us on this occasion.

Since its initial conception, the PCP has matured and many lessons were learned during its development and implementation. UNIDO, over the past years, has continuously improved the PCP by strengthened

its country-level capacities and coordination, as well as the ability to mobilize private and public resources for large-scale industrial projects. The PCP has many facets that make the programmatic approach a unique success. We are proud of the progress we have achieved, which is reflected by a growing number of Member States' requests for a PCP.

Let me briefly touch on the key factors for the Programme's continued success. The combination of strong ownership of the PCP from our Member States and the strengths provided by the multi-stakeholder partnership approach have proven to be an effective tool for inclusive and sustainable industrial development.

The nature of the PCP as a multi-stakeholder partnership allows for greater synergies.

The nature of the PCP as a multi-stakeholder partnership allows for greater synergies between United Nations entities, development partners, financial institutions, the business sector, academia and civil society. Today we will exchange views and experience on how these synergies can be leveraged for continued inclusive and sustainable industrial development, and how various partners can bring unique strengths to support ISID in PCP countries.

To support our Member States' industrial development priorities, the mobilization of private sector investment is essential. The PCP is combining three streams of funds: development assistance, public finance, and business sector investment under the leadership of the host government. Today's workshop will allow us to share successful experiences for resource mobilization, mobilizing support from development finance institutions and opportunities to leverage private sector investment.

The development of industrial parks is another core component of

many PCPs. Today's workshop will allow us to gain some insight into the opportunities the development of sustainable industrial parks and special economic zones provide for national development.

I would like to thank our colleagues from the Department of Policy Research and Statistics, who have the essential task of conducting the country diagnostic during the inception of the PCP, identifying bottlenecks and opportunities for industrialization and thus charting a course for ISID in PCP countries constitutes a backbone of the programme.

Once again, I want to thank everyone who made today's workshop possible. I would also like to thank our distinguished guests and audience for their participation. I wish the session to be a productive and insightful one, which could set an example for similar efforts in the future.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Zou, for this introduction to the key factors behind the success of the PCPs and allow me to recall that you refer to government ownership at the highest political level, the key role of the multi-stakeholder partnerships in mobilizing the required resources to realize large industrial projects and to unlock public and private investment. You also refer in your remarks to the key role of the country diagnostic. As highlighted in the first two statements, the PCP focuses on a number of selected priority areas critical to the national industrial development agenda. A country

diagnostic is conducted by UNIDO as part of the initial development of the programme, to help identify targeted industrial sectors and areas.

It is my pleasure to invite our colleague, Mr. Nobuya Haraguchi, Chief of the Research and Industrial Policy Advice Division of UNIDO, to share with us the experience gained with country diagnostics in the framework of the PCP.

## Country diagnostic to initiate the PCP development

The country diagnostic represents the first step of the PCP programme formulation process, focusing on a country's current status of industrial development, based on statistical information and consultations, along with the country's own strategic documents.

**MR. NOBUYA HARAGUCHI, CHIEF, RESEARCH AND INDUSTRIAL POLICY ADVICE DIVISION, UNIDO**

Excellencies, distinguished guests, UNIDO Director General and colleagues,

Today I would like to introduce the UNIDO country diagnostic, starting with the goals, tasks and value addition. The objective of the country diagnostic is to identify the most critical bottlenecks

and opportunities and to help all stakeholders, including government officials, the private sector, development partners and the UNIDO PCP team, to have a shared understanding of a country's strategic direction and of the key constraints to advancing the ISID agenda.



There are two major tasks that a diagnostic study has to undertake. The first is the analysis at the country and sectoral levels to identify the key bottlenecks, which are translated into focus areas and thematic areas to shape the framework of the PCP. The second is consensus-building in relation to national ownership of the PCP. A multi-stakeholder consultation process is conducted to collate the information and review national strategic agendas and documents in order to reach consensus around the fundamental framework of the PCP, which will be validated at the end of the diagnostic process.

The country diagnostic adds value by identifying thematic components and priority sectors so that countries and PCP management can start designing specific projects. It also adds value by defining baselines where the country stands in terms of its specific industries and process mechanization, thereby revealing gaps and indicating what the country needs to achieve. In addition, more qualitative information is provided about strategic orientation and key bottlenecks, which helps project managers to start designing the project.

The diagnostic focuses on a country's current status of industrial development, based on statistical information and consultations.

The country diagnostic represents the first step of the PCP programme formulation process, identifying focus areas and thematic components. Technical cooperation (TC) project design covers the top two tiers. Based on the strategic orientation and bottlenecks affecting specific projects, project managers develop the PCP. While there is some overlap, the demarcation between the diagnostic and TC project design is clear.

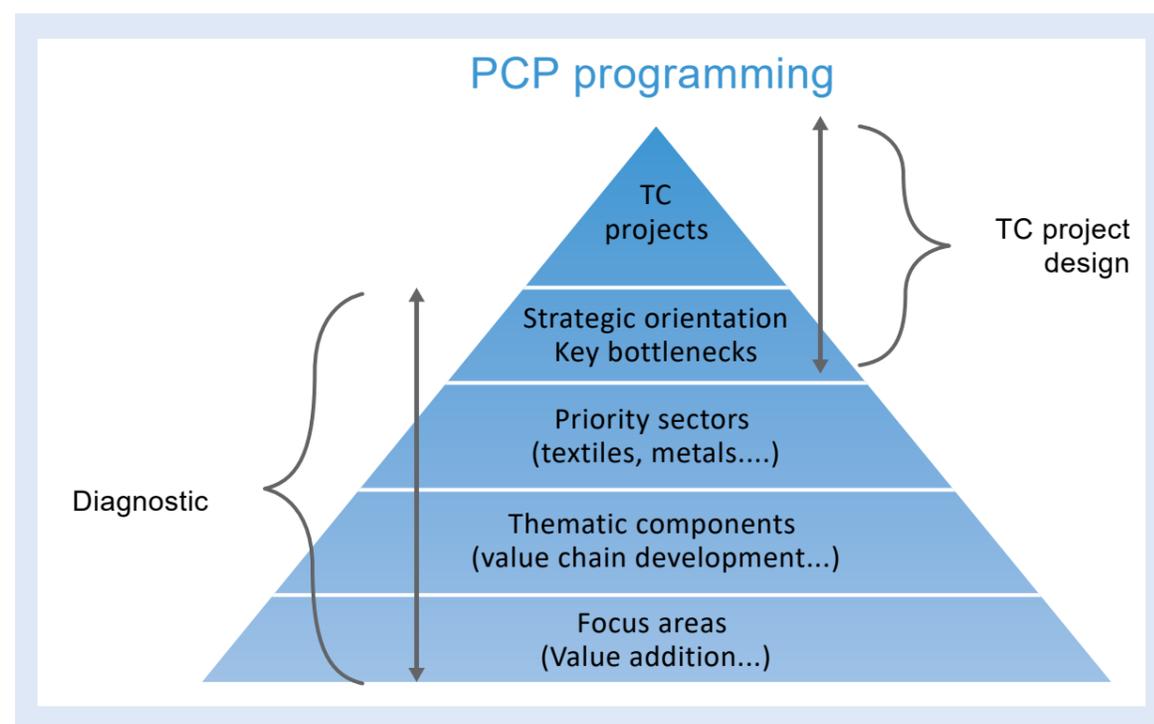
components to give us a shared view on where the country stands and how much progress needs to be made during the PCP.

We also identify priority sectors, explaining the criteria and indicators used for that purpose. The priority sectors are those with the highest potential to achieving ISID. If the country has already identified priority sectors, we analyse the performance of selected sectors, based on UNIDO criteria and bring such information to the attention of the policymakers. We also provide more disaggregated information regarding strategic orientation and key bottlenecks. This is also done in consultation with the private sector and policymakers and, in selecting the priority sectors, due account is taken of the country's preference for certain indicators.

The diagnostic focuses on a country's current status of industrial development, based on statistical information and consultations, along with the country's strategic documents, including its Common Country Analysis (CCA) and United Nations Sustainable Development Cooperation Framework (UNSDCF). The identification of gaps help us to specify focus areas and thematic components of the PCP and to ensure their full alignment with the country's strategic direction.

Taking the specific example of Zambia, before launching the diagnostic process, UNIDO and Zambia agreed on broad cross-cutting priority areas. The first diagnostic exercise was to translate these broad cross-cutting focus areas into workable

Sometimes countries have already identified these areas and thematic components, in which case we associate specific indicators with



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Consensus-building is key to a country's sense of ownership and developing a shared understanding among all stakeholders of the key bottlenecks and the goals to be achieved in the PCP.

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components, such as value chain development, investment promotion for value addition and different component of skills, aligned with the country's strategic directions. In addition to those workable thematic areas we identified seven priority sectors and identified specific bottlenecks for these sectors.

Lessons are learned from the different approaches taken by the diagnostic, enabling us to disaggregate broad cross-cutting issues into thematic components and priority sectors. In this way we can use specific indicators to identify starting points and the goals of the PCP. The priority sectors are identified on the basis of sound analysis and not theoretical perception.

The lack of data often poses a challenge: countries tend to

have trade data, but sometimes lack production data. We are currently conducting an experimental survey, not part of the PCP, to collect data so that we can reflect inputs from the country in a timely manner in these diagnostics. If the survey pilot is successful, we hope to use such data in the PCP diagnostics.

The success of a diagnostic study is contingent on collaboration with a stakeholder group that we can consult in the diagnostic process and also throughout the development phase. Consensus-building is key to a country's sense of ownership and developing a shared understanding among all stakeholders of the key bottlenecks and the goals to be achieved in the PCP.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Haraguchi, for highlighting the pivotal role played by the country diagnostic as a foundation of the programming phase of the PCP, as demonstrated by the example of cooperation in that regard with the Government of Zambia.

Let us now move to the first topic of today's session, stakeholder coordination and partnership and resource

mobilization for flagship industrial projects. It is my pleasure to invite Mr. Dejene Tezera, Director of the Department of Agri-Business at UNIDO, who has been directly involved in the PCP from the very beginning to give a short introduction to this critical point.

## EXPERIENCE SHARING SESSION

### TOPIC 1

# STAKEHOLDER COORDINATION AND PARTNERSHIP AND RESOURCE MOBILIZATION FOR FLAGSHIP INDUSTRIAL PROJECTS

MR. DEJENE TEZERA, DIRECTOR, DEPARTMENT OF AGRI-BUSINESS, UNIDO



It is my pleasure to introduce the issue of stakeholder coordination and partnership and resource mobilization for flagship industrial projects based on my previous experience as the Programme Manager of PCP Ethiopia.

As stated by Mr. Zou, government ownership is a critical feature of the PCP. Under the PCP, ownership goes beyond government consultation and endorsement of the programme and is embedded in the design of the programme, as demonstrated through actions of the host government over the PCP lifetime. These actions include putting in place the institutional set-up for coordination of stakeholders, maintaining partnerships and mobilizing resources from the private sector, development partners, international financial institutions (IFIs) and national banks.

An essential and difficult task – also the first task in a PCP – is setting up and maintaining inter-ministerial coordination mechanisms. Without a proper coordination mechanism from the beginning, it is extremely difficult to achieve the goals of the PCP. Experience shows that multiple layers of coordination

are needed, from the highest level in the government body, for setting strategies, implementation plans and building synergies within projects and programmes of different ministries and then amplifying the impact of these projects and programmes. Most importantly, the government needs to allocate resources for the prioritized sectors and areas.

In addition to this high-level body, there is need also for a second-level coordination committee, which is responsible for the day-to-day operations of the PCP and its projects and programmes. This committee also develops action plans, reviews the status of implementation and challenges, recommends mitigation measures, provides technical backstopping to different institutions, and conducts monitoring and reporting. At the third level, there are also small task forces or steering committees to coordinate the different components of the PCP, including the flagship programmes and initiatives.

Turning now to the mobilization of resources, in particular from development partners, it should be noted

The first task in a PCP is setting up and maintaining inter-ministerial coordination mechanisms, without which it is extremely difficult to achieve the goals of the PCP.

The Government plays an important role in the mobilization of resources for the implementation of the PCP, building investor confidence through the allocation of its own resources to leverage additional and large-scale funding from development partners.

that, under the PCP, the mechanism differs from that traditionally used. The government plays an important role in the mobilization of resources for the implementation of the PCP, in part through the allocation of its own resources to leverage additional and large-scale funding from development partners. These allocations build the confidence of partners, who only need to finance the funding gap rather than finance the entire programme, which might require large-scale resources. Such initiatives include integrated agro-industrial parks (IAIPs), agricultural development coordinators, agro-poles and others.

Partnerships with IFIs are also of great importance. These institutions play a crucial role enabling countries to invest in the infrastructure required by the private sector for industrialization. The PCP framework also enables the IFIs to ensure that their own loan is effectively used and complemented by the projects and programmes of different partners. Thus, through the PCP UNIDO offers technical assistance services such as pre-investment studies, providing IFIs with high quality and objective

information to inform investment decisions.

UNIDO's work in Ethiopia, Kenya, Senegal and Zambia offers good examples where the partnership with the African Development Bank has enabled the Bank to invest in large-scale programmes for agro-industrial parks and agro-poles amounting to around \$800 million. In this undertaking, UNIDO establishes a secretariat to coordinate its partnership with the government and engages different ministries, United Nations agencies, multilateral development banks and the private sector by creating a platform. UNIDO also supports the monitoring and reporting of the results of the PCPs, and the capacity-building of different government institutions for the implementation of programmes.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Tezera, for sharing this extensive experience with us and highlighting so clearly these elements of our first topic today. It is now my honour to introduce His Excellency Mr. Teka Gebreyesus, State Minister for Industry in the Ministry of Trade and Industry of Ethiopia and Co-Chair of the PCP Ethiopia Inter-ministerial Committee of State Ministers, who will illustrate the specific experience of Ethiopia.

PCP Ethiopia is an integral part of the industrial and the economic development strategy of the country.

**H.E. MR. TEKA GEBREYESUS, STATE MINISTER FOR INDUSTRY, MINISTRY OF TRADE AND INDUSTRY OF ETHIOPIA, AND CO-CHAIR OF THE PCP ETHIOPIA INTER-MINISTERIAL COMMITTEE OF STATE MINISTERS**



I will describe how the PCP was launched in Ethiopia, the commitment that was made by the Government and the achievements that we have scored so far thanks to the PCP. So let me start by introducing the programme.

The PCP Ethiopia was approved by the Government in February 2015. PCP Ethiopia is not a stand-alone programme, but an integral part of the industrial and the economic development strategy of the country: the Growth and Transformation Plan (GTP II). We set about aligning the PCP with this transformation plan. We have a clear vision of achieving Ethiopia's middle-income status by 2025. In the industrial sector, we have set the goal of increasing the industrial

contribution from 15 to 28 per cent by 2025.

As priority sectors for the Government, we have identified three manufacturing sectors: agro-processing; textiles and apparel; and leather and leather products.

We have worked to align the PCP with these priority sectors and with cross-cutting interventions such as industrial zones and investment promotion, trade facilitation, environment and energy, and institutional capacity-building. In selecting these priority sectors, the main focus was to harness the comparative advantages of the country and create jobs for the many young people who are unemployed in the country. Ethiopia is an agrarian economy, where farmers

PCP is not a stand-alone programme, but an integral part of the industrial and economic development strategy of the country: the Growth and Transformation Plan (GTP II).

and their markets need to be linked with the manufacturing sector so as to create export potential, among others. PCP Ethiopia has therefore been very successful since it is aligned with the Government's priorities, strategy, and policy.

I am now going to present the PCP experience in terms of coordination, partnership building and resource mobilization. At the outset, the Government decided that it needed to identify underlying principles. The first principle identified was the need for political commitment, which is critical for the success of every programme, not only for the PCP. Without political commitment things will simply not work. To this end, champions were identified and engaged. Every participant in this programme should have a clear responsibility. For example, the Ministry of Finance has cross-sectoral stakeholder engagement, so it was assigned the responsibility for mobilizing resources.

The scope of the programme was also clearly identified. Without such clear scope it is impossible to move forward. In addition, the Government

agreed on the need to have clear and effective communication channels, which were developed at two levels: first, communication by the programme's leadership; and second, communication by the implementing agencies during the planning and implementation of the flagship projects. These channels were maintained throughout the programme.

Another principle was the need to have a clear inter-ministerial structure for the PCP. The ministers were part of the joint steering committee and an Inter-ministerial National Transformation Council was set up, which comprised the Minister of Finance, the Minister of Trade and Industry, and the Minister of Agriculture, along with officials from the Investment Commission and other concerned governmental organizations.

Lastly, the programme's focus was on integrated agro-industrial parks. We believed that we needed to have a very efficient structure, which would directly support the integrated agro-industrial parks, and for that purpose we set up the

inter-ministerial steering committee and developed a number of task forces within the different ministries.

Among major achievements to date is the creation of multi-stakeholder partnerships within the PCP with the participation of a large number of multilateral and bilateral organizations and government development institutions, among others. Overall, around 20 entities now form part of the PCP. This has been a significant achievement, helping us to mobilize efficient resources for programme implementation.

Our second achievement has been the effective leadership in infrastructure development, in particular the development of integrated agro-industrial parks and the Modjo Leather City. Among these are the four integrated agro-industrial parks, some of which have already secured investors. Two industrial parks will be inaugurated in the coming weeks in the presence of the Prime Minister and some high-level government officials. In addition, companies have already commenced their operations in these industrial parks and have started to export. These industrial parks are forming linkages with farmers: one of the parks located in the southern region has linked more than 70,000 farmers with this manufacturing sector. This is a major achievement that has been made possible with the help of these industrial parks.

Among other achievements is the development and updating of strategies, master plans and feasibility studies. We have been developing many documents in collaboration with our development partners and

UNIDO has played a major role in this process. Some of these are policy documents and others are value-chain analyses. The development of these documents is therefore another achievement made possible by the PCP.

As I mentioned earlier, thanks to the alignment and networking efforts, the PCP helped leverage investments. Total mobilized funds from the public and private sectors showed exponential growth over the years, reaching \$1.9 billion in 2020. The Government's commitment and cooperation with development partners has helped us to secure more resources from all partners. This has been another major achievement of the programme.

Another significant achievement is the successful organization of international forums, which helped us promote the PCP. The UNIDO Third Inclusive and Sustainable Industrial Development Forum was held in Ethiopia in 2015 – the year the PCP was launched – with the participation of high-level officials from international organizations, including the former President of the World Bank.

The two International Agro-Industry Investment Forums, both held in Ethiopia in 2016 and 2018, were highly successful events attended by approximately 4,000 international and local participants. They provided an opportunity for us to promote the potential of the integrated agro-parks and to showcase their achievements.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you for that enlightening presentation, which is testimony of Government leadership in developing and implementing a PCP.

I now invite our colleague, Ms. Aurelia Patrizia Calabró, Director and UNIDO Representative in Ethiopia and the PCP Programme Manager of PCP Ethiopia, to make a short comment.

Communication is essential to the promotion of strategic funds mobilization activities.

**MS. AURELIA PATRIZIA CALABRÓ, DIRECTOR AND UNIDO REPRESENTATIVE IN ETHIOPIA, PCP ETHIOPIA PROGRAMME MANAGER**



Through my experience as the Programme Manager of the PCP in Ethiopia based in the country, we have been able to create strong linkages with the Government of Ethiopia, in particular the line ministry, the Ministry of Trade and Industry, and also with the Ministry of Agriculture and the Ministry of Finance.

This important cooperation is one of the best achievements of the PCP, ensuring that all these bodies are communicating with one another and also with institutions such as the Ethiopian Coffee and Tea Authority, the Leather Institute and the textile industry.

This communication is essential to the promotion of strategic funds mobilization activities. It also makes it possible for us to address the Government's goals of ISID and to build on successful programmes.

Lastly, perhaps our most important achievement is our ability to think outside the box and to position the PCP approach in the new United Nations Sustainable Development Cooperation Frameworks as a model for the promotion of partnership, in particular with the private sector and also with IFIs.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Ms. Calabró, for your very interesting comments that complement the previous presentation.

Allow me now to move to the next item in our agenda, which comprises a number of experiences that PCP countries will share with us. We will hear statements from Côte d'Ivoire, Morocco and Peru, using specific examples to highlight some of the main challenges and solutions in addressing the first topic of this afternoon's session.

We shall start with the PCP Côte d'Ivoire, which is currently in the programming phase and where there is a very strong Government commitment, including a financial contribution even for the programming phase. I give the floor to Mr. Tra Bi Emmanuel, Director General of Industry at the Ministry of Trade and Industry in Côte d'Ivoire.

**MR. TRA BI EMMANUEL, DIRECTOR GENERAL OF INDUSTRY,  
MINISTRY OF TRADE AND INDUSTRY, CÔTE D'IVOIRE**



*Based on the audio interpretation from French*

The PCP implementation strategy in Côte d'Ivoire has three thrusts: 1) fostering ownership of the process by stakeholders; 2) mobilizing technical partners and funding resources; and 3) alignment of the PCP with national development programmes.

Speaking on behalf of the Minister of Trade and Industry of Côte d'Ivoire, allow me to share with you our experience of the PCP, which is still in its early stages. The diagnostic study of the industrial sector has just been completed and Côte d'Ivoire will now be able to proceed to the next step of the programme.

The Government's elaboration and execution strategy is key to the formulation and implementation of this important programme. The first thrust of this strategy is to ensure

the ownership of the process by the different stakeholders, from the public and private sectors, alongside development and UNIDO partners, who are all collaborating in this process. To ensure the more effective engagement of all these stakeholders, the Government intends to put in place a mechanism for partnerships and coordination of the PCP.

This mechanism comprises three coordination entities that the Government has created. The first

To ensure the more effective engagement of all stakeholders, the Government intends to put in place a mechanism for partnerships and coordination of the PCP.

is the National Steering Committee, a high-level State body made up of various technical ministries and institutes and presided over by the Prime Minister. The Committee's purpose is to direct the strategy and to coordinate all the actions of the PCP. Within the framework of this Steering Committee there are two technical committees: a Technical Follow-up Committee and a Partner and Donor Committee. The Technical Follow-up Committee is central to the operations of the programme as it is responsible for putting into effect the decisions of the Steering Committee. It is chaired by the Minister of Trade and Industry and composed of other technical ministries and entities, both private and public. The Partner and Donor Committee is chaired by the Minister of Economy and Finance, with the Minister of Trade and Industry as vice-chair, and has the function of mobilizing technical partners and ensuring the coordination of resources from funding partners.

The mobilization of these partners and resources represents the second thrust of the Government's

implementation strategy and is critical to the success of the strategy. To that end, the Government intends to facilitate the mobilization and coordination of three streams of resources. The first is from public funding sources: as a mark of its full support for this programme, the Government contributes 40 per cent of its budget and the allocation for 2020 has already been made and is at the disposal of UNIDO. The second stream is from financial and technical partners. The Government's aim is to ensure that these resources are mobilized through an approach aligned with the strategies and arrangements of investors already active in Côte d'Ivoire. The last stream is that of private investment resources mobilized through various programmes and their implementation.

The third thrust of the Government's strategy concerns the implementation of the PCP in Côte d'Ivoire and its alignment with the various national development programmes. The PCP is a special case in this regard as it is in perfect alignment with the revised version

Currently, six of the proposed components of the PCP are already in line with the five pillars of the 2021-2025 national development programme and the seven strategic priorities of the 2020-2030 strategic plan.

of the various national development programmes. We are currently drawing up the third phase of the national development programme for the period 2021-2025 and, at the same time, finalizing the 2020-2030 strategic plan. The PCP is therefore fully aligned with the development of these plans. We will also ensure that the different actions and components of the PCP are fully aligned with the sector development goals laid out in the plans.

Currently, six of the proposed components of the PCP are already in line with the five pillars of the 2021-2025 national development programme and the seven strategic priorities of the 2020-2030 strategic plan. Thus, the first component

of the PCP, concerning human capital, is aligned with the second pillar of the 2021-2025 plan on boosting industrial consumption and development, and with the third pillar on developing human capital and productivity. It is also aligned with the second priority of the 2020-2030 strategic plan concerned with enhancing human capital.

In conclusion, allow me to reaffirm that our Government is fully committed to this programme and looks forward to the benefits that it will bring.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Director General, for that clear picture of the focus of the PCP in Côte d'Ivoire and of the coordination structures in place to ensure that all partners are contributing to the Government's goals.

Let us now move to the experience of Morocco with its PCP. I give the floor to Mr. Taoufiq Moucharraf, Director of Communication, International Cooperation and Partnerships at the Ministry of Industry, Trade, and Green and Digital Economy of the Kingdom of Morocco.

Morocco has become a major destination in cutting-edge industries such as aeronautics or the automotive sector.

**MR. TAOUFIQ MOUCHARRAF, DIRECTOR OF COMMUNICATION, INTERNATIONAL COOPERATION AND PARTNERSHIPS, MINISTRY OF INDUSTRY, TRADE AND GREEN AND DIGITAL ECONOMY, MOROCCO**



At the outset, I should note that Morocco chose to use industrialization as a lever for economic growth through the successful application of industrial strategies. The resulting dynamic led to the emergence of strategic sectors and major advances in terms of job creation, increased exports, integration of industrial sectors and the heightened attractiveness of Morocco. The country has become a major destination in cutting-edge industries such as aeronautics or the automotive sector, and its achievement has recently been hailed by the World Economic Forum as a success story in Africa.

Such traditional sectors as textiles and the food industry have been transformed into growth drivers of the Moroccan economy, enabling the country to meet its needs for food products and protective equipment during the pandemic.

Morocco's industrial strategy is perfectly aligned with the global Agenda for Sustainable

Development with green transition and sustainable development at its heart. The COVID-19 pandemic has highlighted the need for new paradigms to ensure the security, continuity and fluidity of value chains. We must redouble our efforts to seize all the opportunities offered by this eventuality. Our priority is to strengthen productivity, to bring in more value and to make the national industry more efficient and more innovative.

The post-COVID industrial revitalization plan launched in 2020 is based on three strategic pillars. The first aims to consolidate the country's industrial position and to secure new markets; the second aims to improve the country's global competitiveness; and the third aims to position Morocco as a carbon-free industrial platform.

PCP Morocco is an innovative partnership framework, tailored to the goals set out in Morocco's industrial strategy and aligned with the Government's priorities. Its major

components include the development of sustainable and environmentally-friendly industrial zones, quality standards and attractive, energy efficient international competition. The goal of Morocco's circular economy is to support the transition to a green economy and to maintain an environmental balance; to take advantage of Industry 4.0 – the Fourth Industrial Revolution – to promote sustainable and eco-responsible economic development; and to develop E-commerce as a sector of high importance, in particular at this time of social distancing and quarantine.

Where the food industry is concerned, the PCP is supporting the country's Centre for Agro-food Industries (CETIAA) in assisting small and medium-sized

food processing companies and the creation of a centre of excellence for packaging and design. The last, but not least, of these components is South-South cooperation, which responds to Morocco's priorities to establish a co-development framework with its African partners that promotes integration, solidarity and mutual aid.

The PCP could not have succeeded without the effective multi-stakeholder approach that was adopted from the very outset and that involved the private sector, bilateral donors and all stakeholders. In this context, I would like to emphasize the importance of joining forces to mobilize more funds from development partners so that we can fully achieve the PCP's goals.

*Based on the audio interpretation from French*

In conclusion, allow me to express our thanks to the Director General for his personal involvement and to thank the team behind the various components of the PCP for their expert work from the very outset. The PCP was initiated in response to Morocco's pressing needs in terms of industrial development and is now helping the country face the challenges of the COVID-19 pandemic.

We also commend the Director General on his insights in highlighting the importance of Industry 4.0 and E-commerce in the context of the COVID-19 pandemic: all the country's industries must be digitalized and automated and E-commerce has allowed us to meet the emerging needs during the pandemic.

With regard to launching the green transition, certain obstacles need to be surmounted. Industrial production must be completely carbon-free. Environmentally-friendly procedures must be set in place to enhance the competitiveness of the country's industries, and to ensure that our products have access to international markets.

Public-private partnerships were key to developing the PCP programme and were involved in every step of the process. The Moroccan Government has played a proactive role from the inception of the programme, and is closely involved on both the technical and financial side to ensure that the PCP is the new building block in the country's industrial development.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, very much, Mr. Moucharraf, for your very clear testimony of the Government's ownership of the PCP, the clear vision and the full alignment not only with the Government's strategies and plans but also of the work of the Government with its various development partners, to advance the country's industrial development agenda.

The very design of the PCP, with its institutional mechanisms, and its structure and formulation, aligned with national priorities in a multi-partnership configuration, are key success factors in the mobilization of resources and partnerships in pursuit of ISID.

**MS. JUANA ROSA ANA BALCÁZAR SUÁREZ, VICE-MINISTER FOR MICRO AND SMALL ENTERPRISES AND INDUSTRY, MINISTRY OF PRODUCTION, PERU**



*Based on the audio interpretation from Spanish*

As representatives of the Peruvian Government, we are very pleased to be exchanging knowledge and experience that will enable us to promote inclusive, innovative and sustainable industrial development within the framework of the PCP. This invitation could not come at a better time since we will be holding the first meeting of the PCP Peru Partner and Donor Working Group (PDWG), where we will present our project proposals.

With regard to today's topic, I would like to take this opportunity to share with you the Peruvian experience with the implementation of the PCP in two key areas: first, the specific objective that the model assigns

I would like now to turn to the next speaker in this sharing of experience session. I invite Ms. Juana Rosa Ana Balcázar Suárez, Vice-Minister for Micro and Small Enterprises and Industry in the Ministry of Production of Peru to share the experience of PCP Peru on the first topic of this afternoon's session.

to the coordination of alliances and key stakeholders; and second, the mobilization of resources for the implementation of industrial development projects. Both are facilitated and fostered under the PCP. For Peru, international technical cooperation is a vital mechanism complementing national efforts to close development gaps and contribute to the achievement of the SDGs. Accordingly, where Peru's industrial sector is concerned, the participation of specialized agencies such as UNIDO is of particular relevance for the purpose of combining strengths and capabilities and obtaining technical expertise at the international level. With this aim in mind, UNIDO and

UNIDO and the Ministry of Production of Peru launched the PCP in Peru to push forward the country's inclusive and sustainable industrial development.

The design of the PCP is a key success factor in the mobilization of resources and partnerships in pursuit of ISID.

the Ministry of Production of Peru launched the PCP in Peru to push forward the country's inclusive and sustainable industrial development. The programme's components are aligned with national priorities and aimed at achieving the full and effective mobilization of resources from stakeholders and partners.

Thanks to the strategic alliance between UNIDO and Peru, it has been possible to mobilize, to date, \$12,723,000 in international technical cooperation funding through 12 major projects that are either under way or have already been completed, all of which are supporting sustainable, innovative and inclusive industrial development in Peru. At the same time, the close alignment between the PCP, since its inception, and the national priorities and the policy frameworks of Peru is key to confronting the economic, political and social challenges that the country has been facing in recent times, including the global health crisis caused by COVID-19.

For this reason, the Ministry of Production and UNIDO, through the programme's coordination

mechanism, have been working to mobilize resources and forge partnerships to promote priority initiatives in industrial development. This work has included three main components: first, the mapping of partners and donors; second, the identification of sectoral interests by the Ministry of Production; and third, the joint work between the teams of the Ministry of Production, UNIDO, and the PCP national office within the framework of the PCP PDWG.

I would also like to highlight that for the formulation of the cooperation framework of the United Nations system in Peru, we have conducted an analysis of the industrial sector in order to be able to promote best initiatives in line with the sectors' priorities. All these initiatives are part of the of the Peruvian public policy priorities, thus ensuring their continuity and stability despite challenges that the country has been facing.

At the first meeting of our PDWG, we will present three initiatives framed within priority goal 9 of the country's National Competitiveness and Productivity Plan (PNCP). This

policy also includes the need to promote environmental sustainability in economic activities. Furthermore, two of these initiatives are closely aligned with the Road Map for Circular Economy in the industrial sector, which was approved pursuant to the mandate under policy measure 9-3, "Circular economy and clean production agreements in the industry, fishing and agriculture sectors" of the National Competitiveness and Productivity Plan.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you very much, Ms. Suárez, for your contribution to this important topic and for sharing with us the experience of Peru in using the PCP to galvanize the efforts of all national stakeholders and the partners.

It is now my pleasure to thank all colleagues and participants that have raised questions and comments throughout this session. In the interests of saving time, I shall now address those questions directly to our speakers. I shall start with a couple of questions that have been raised by a number of participants. The first is how to ensure that the projects that fall under the PCP leave national capacities strengthened beyond the life cycle of the PCP. I would like to invite the representative of Ethiopia to comment on that issue as it was raised in his statement: how did Ethiopia ensure that throughout the PCP process, the national capacity was developed and, as noted in his conclusions, would continue beyond the life cycle of the initial project?

In summary, we believe that the very design of the PCP with its institutional mechanisms, in particular the PDWG, and its structure and formulation, aligned with national priorities in a multi-partnership configuration, are key success factors in the mobilization of resources and partnerships in pursuit of ISID. This work should be complemented, where the Peruvian experience is concerned, by careful strategic planning that responds to both national challenges and circumstances. This is the approach followed in our work to date.

I would then like to invite other speakers that have taken the floor to comment on how the COVID-19 pandemic has affected the mobilization of resources for ISID in the framework of the PCP and how they have coped with this impact. If you agree, we could start with the first question, namely, how to ensure that national capacity is developed and that, thanks to that national capacity, the sustainability of the PCP can be ensured beyond the programme's life cycle.

I invite the representative of Ethiopia to comment on the first question. You have the floor, Your Excellency.

I would like now to turn to the next speaker in this sharing of experience session. I invite Ms. Juana Rosa Ana Balcázar Suárez, Vice-Minister for Micro and Small Enterprises and Industry in the Ministry of Production of Peru to share the experience of PCP Peru on the first topic of this afternoon's session.

**H.E. MR. TEKA GEBREYESUS, STATE MINISTER FOR INDUSTRY, MINISTRY OF TRADE AND INDUSTRY OF ETHIOPIA, AND CO-CHAIR OF THE PCP ETHIOPIA INTER-MINISTERIAL COMMITTEE OF STATE MINISTERS**



This is indeed a good question: how can we sustain what we have achieved? From the very inception of the programme we endeavoured to institutionalize the PCP and, to that end, we tried to involve many of the concerned Government institutions in its implementation. We also made arrangements for the monitoring and follow-up of the PCP by establishing task forces in each Government institution to monitor all these programmes.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you for your response to this question. With regard to the impacts of COVID-19 on resource mobilization and the leveraging of investments related to the PCP, allow me to remark that through the work that UNIDO has been doing with all PCPs, every single PCP has developed a contingency plan to address the current situation created by the pandemic and to ensure the continuity, to the extent possible, of the operations throughout the pandemic.

Our current workshop is a good example. Traditionally, UNIDO has organized in-person workshops to gather together and benefit from the experience of PCP

In order to sustain the many projects under the PCP, we also set up an extensive capacity-building programme as part of the PCP itself. This is how we ensured continuity of the PCP: we institutionalized the programme and, in addition, we built the capacity of the relevant experts in each Government institution. Those are the lines on which we are working.

countries. Here we have made use of technology to ensure the continuity of coordination between the different PCPs and experience-sharing between them. In each of the PCPs, the Government and stakeholders have decided how to address the situation created by the pandemic and to ensure a continuous flow of the anticipated investments within the framework of the respective PCP.

**MR. TAOUFIQ MOUCHARRAF, DIRECTOR OF COMMUNICATION, INTERNATIONAL COOPERATION AND PARTNERSHIPS, MINISTRY OF INDUSTRY, TRADE AND GREEN AND DIGITAL ECONOMY, MOROCCO**



*Based on the audio interpretation from French*

The pandemic has most definitely affected the mobilization of funds: it has forced funders and governments to reconsider their priorities. Their first need is to respond to health problems and to ensure supplies. Where Morocco is concerned, however, the special nature of the PCP is that it helps us to respond to the needs forming as part of the post-COVID-19 recovery plan. In this way, we are able to integrate the PCP in the development strategy so that we can promote it to our development partners.

UNIDO's contribution is critical for the mobilization of funding for certain components of the PCP. From the very outset, Morocco has followed a proactive approach and we stand ready to contribute to the funding of

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Moucharraf, for sharing the experience of Morocco. We note in particular the example set by Morocco with its direct support to the PCP and its efforts to cope with the situation resulting from the COVID-19 pandemic.

some components but we also need financial support from funders. No one can question the importance of developing the agri-business sector to ensure food security and reduce the dependence on imports. We have all witnessed the ever-growing importance of the entire medical supply sector. UNIDO must be strongly involved in this exercise and also in the process of decarbonizing industrial production.

It is true that the pandemic has affected the process of mobilizing funds, but it can also be used as an opportunity to move forward and to accomplish the goals set by the different UNIDO programmes in a number of African countries.

We shall now close the first part of this afternoon's session. I invite you all to join me in thanking and congratulating the speakers for their excellent contributions and to reflect on the many important lessons and messages that we have heard in this first part of the peer-learning session.

## EXPERIENCE SHARING SESSION

### TOPIC 2

## ESTABLISHMENT OF INDUSTRIAL ZONES / SPECIAL ECONOMIC ZONES

**MS. FATOU HAIDARA, MANAGING DIRECTOR, DIRECTORATE OF CORPORATE MANAGEMENT AND OPERATIONS, AND DIRECTOR AD INTERIM OF THE DEPARTMENT OF OPERATIONAL SUPPORT SERVICES, UNIDO**



I am very pleased to be introducing the second segment of this important event, which will highlight UNIDO's experiences in supporting the development of sustainable industrial parks and economic zones.

The ISID mandate of UNIDO is central to the achievement of the 2030 Agenda for Sustainable Development, as reflected in SDG 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". It also lies at the core of the PCPs.

The Abu Dhabi Declaration, adopted at the UNIDO General Conference in 2019, further anchored the link between the PCPs and the attainment of the SDGs. Achieving SDG 9 requires a functioning and resilient infrastructure for industry. Historically, industrial parks, special economic zones (SEZs) and export processing zones have played an important role in fostering industrial development and structural transformation by providing physical infrastructure, institutional and policy frameworks and one-stop-shop services. These

all help to attract capital and investment, stimulate innovation and foster environmental safeguards. They also generate productivity and create jobs, including for women and youth.

Specifically for women, the framework of sustainable industrial and economic zones can offer new opportunities. In many developing countries, fewer paid jobs and occupations are available to women in the labour market, and women remain disproportionately responsible for care work at the household level, owing also to a lack of access to childcare facilities.

As the role of manufacturing for social inclusiveness and improved living standards evolve, sustainable industrial and economic zones have the potential to enable women to join new industrial sectors and occupations previously closed to them. This will in turn allow emerging sectors to thrive by making full use of richer and more diverse skill sets. In this context, our work on industrial parks and economic zones can offer opportunities to

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SDG 9 on industry, innovation and infrastructure is key to the success of the PCP. Industrial parks, special economic zones and export processing zones foster industrial development and structural transformation by attracting capital and investment, stimulating innovation and strengthening environmental safeguards. They also generate productivity and create jobs, including for women and youth.

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mitigate occupational segregation and the under-representation of women in technical fields.

Targeted interventions aimed at removing the root causes of women's low participation in manufacturing sectors and science, technology, engineering and mathematics (STEM) fields include, among others, programmes aimed at challenging gender stereotypical attitudes in the wider public and among employers, which include initiatives that provide apprenticeships to women graduating from STEM fields, and also on-the-job training. Another component of targeted interventions is the availability of safe transport to the industrial parks, the provision of on-site child care facilities, and support for company initiatives that promote gender equality, such as equal pay and zero tolerance of harassment.

The gender-responsive design of industrial parks and economic zones could play an important role in realizing these multifaceted objectives. We are very proud of our work in support of gender equality as part of the Director General's vision for inclusive and sustainable

industrial development, a vision that he has also shared with us as an International Gender Champion.

For over forty years, UNIDO has been actively involved in the planning, design and management of industrial parks and economic zones around the world. Industrial parks and economic zones in emerging and developing countries provide not only modern services and a physical and social infrastructure, but also an institutional framework. The concentration of companies can foster innovation, technological learning and economic growth.

As part of its normative and policy advisory functions, UNIDO produces guidelines, toolkits and operational manuals aimed at providing a framework for the development of sustainable industrial parks and economic zones. We have further assisted our Member States in the planning and design of pilot industrial parks, supporting them in attracting investment and also with technical cooperation projects. Currently, UNIDO is developing a digital management tool, the Sustainable Industrial Park Platform, which will provide

UNIDO also acts as a convener and facilitator for the transfer of knowledge about industrial parks by providing platforms for networking and cooperation.

Member States with knowledge solutions about industrial parks and will be accessible later this year.

UNIDO also acts as a convener and facilitator for the transfer of knowledge about industrial parks by providing platforms for networking and cooperation. The development of inclusive and sustainable industrial parks is an important component in the implementation of the PCP. Through the PCP, UNIDO provides technical support in infrastructure development and complements this with appropriate policy analysis and advice to support the operationalization of industrial and economic zones. UNIDO also supports Member States in their efforts to mobilize partners, financial resources and knowledge in order to create the synergies required to promote and implement the development of eco-industrial parks, SEZs, integrated agro-industrial parks and agro-poles, and to maximize development opportunities following their establishment.

I would like to highlight a few examples of this successful approach. In Peru, UNIDO supported the Government for several years in developing its national strategy on the development of industrial parks. In Senegal, it is assisting the Government in completing the first phase of Diamniadio, the country's first integrated industrial park. In Ethiopia, it is assisting with the establishment of four pilot integrated agro-industrial parks as a priority initiative of the Government.

This snapshot of our achievements shows that the PCP is an effective development framework for the creation and operation of industrial parks, which has enormous potential to accelerate ISID for the benefit of our Member States. I am also confident that, in today's session, we can learn from similar examples and share knowledge and experience in this area.

Once again, thank you for joining us today.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, very much, Ms. Haidara, for your enlightening introduction to the topic of industrial parks and SEZs, and their key importance to the PCP and for the examples that you have provided.

I now invite our colleague, Mr. Rafik Feki, Industrial Development Officer at the Department of Digitalization,

Technology and Innovation to share with us some insights on the topic of industrial parks and the work that UNIDO is doing in this area in support of its Member States, with a particular focus on the PCP.

Industrial parks are much more than a standard support service for Member States: they also provide a public policy tool for a country's industrial development.

**MR. RAFIK FEKI, INDUSTRIAL DEVELOPMENT OFFICER, DEPARTMENT OF DIGITALIZATION, TECHNOLOGY AND INNOVATION, UNIDO** 

Industrial parks can be classified into different legal, technical and geographical categories. There are eco-industrial parks and SEZs. Parks located in border areas also have specific features. There are export processing zones and free trade zones.

UNIDO's technical support for its Member States extends from the feasibility study to support with legal reforms, as in Senegal, where UNIDO supported the Government in legal arrangements for SEZs. UNIDO also supports Member States in setting up one-stop-shop services and supports the population of the parks with funds mobilization, marketing and

investment promotion strategies, relying in certain cases on the support of the UNIDO Investment and Technology Promotion Offices (ITPOs). We also work with Governments on the governance of the park, resolving whether they should be government-led or private, and provide capacity-building services to strengthen the ability of our partners and the beneficiary countries to manage their industrial parks.

To this end, UNIDO has developed very useful documents and guidelines, including the international guidelines for industrial parks – a framework of our operations in relation to

Through industrial parks, countries can develop their manufacturing sector, attract investment and technology, and provide and implement regional and national development strategies.

industrial parks – and guidelines on eco-industrial parks. I encourage colleagues to consult these texts, which provide extensive information and operational tools for the support of industrial parks.

It is important to note that industrial parks represent much more than a standard support service for Member States: they also constitute a public policy tool for a country's industrial development. Through industrial parks, countries can develop their manufacturing sector, attract investment and technology, and provide and implement regional and national development strategies. They improve the business environment. This demonstrates the strategic importance of working with the Government to select the right sectors, the right regional and national strategies and the right location. Where industrial parks are concerned, many investments are required beyond the feasibility study and the park itself. Investments are needed in roads, energy and different areas of infrastructure and of socioeconomic development. Selecting the right type of industrial park and the right economic sector

is key to the success of the park's development.

To illustrate, let us consider three examples of industrial park support as part of our PCPs. In Senegal, we supported the establishment of the industrial park from scratch: this was related to the Diamniadio industrial platform. In Morocco, we are providing support in a different way: we are supporting the Government in making a diagnosis of more than 100 existing industrial parks to come up with the best model for industrial park governance. In Cambodia, we are working with the Government on developing a master plan for a multipurpose SEZs to transform the city of Sihanoukville into a SEZs. In accordance with the country's need and the assessment, which we carry out, we work with the Government to develop the right kind of support for the development of their industrial park.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Feki, for introducing some examples that our speakers will be taking up later this afternoon.

It is my pleasure to invite our next speaker, Mr. Adama Ndiaye, Secretary-General of the Ministry of Industrial Development and Small and Medium Industries in Senegal to deliver a presentation on PCP Senegal.

Mr. Ndiaye will focus in particular on how the PCP has contributed to achieve the national development priorities with particular emphasis on the flagship PCP initiatives, including the agro-poles and the SEZs, which are central to the second topic of this peer-learning session.

The PCP is an accelerator of a country's industrialization process through its key components, including the creation of competitive and integrated industrial platforms, of agro-industrial development hubs, known as agro-poles and of special economic zones.

**MR. ADAMA NDIAYE, SECRETARY-GENERAL, MINISTRY OF INDUSTRIAL DEVELOPMENT AND SMALL AND MEDIUM INDUSTRIES, SENEGAL**



*Based on the audio interpretation from French*

In reviewing the experience of Senegal with the PCP, I shall be focusing on three main points: first, the way in which the PCP is articulated in the national development plan – the Plan Sénégal Émergent (Emerging Senegal Plan – PSE); second, the vertical component of the PCP, in particular the creation of economic and industrial zones; and third, the lessons learned.

The PSE, which underpins all the country's economic and social development plans adopted since 2014, aims at the attainment by Senegal of an emerging country status by 2035. Where industry

is concerned, the PSE aims to provide Senegal with a diversified and competitive industrial sector that generates jobs and makes a full contribution to the country's inclusive and sustainable development. For this purpose and to support Senegal in gaining emerging country status by 2035, the PCP has two components: horizontal and vertical. Today, we shall focus on the vertical component, which deals with the creation of industrial parks and special economic zones.

The vertical component of the PCP includes: the creation of competitive and integrated industrial platforms;

The vertical component of the PCP includes the creation of competitive and integrated industrial platforms, the creation of agro-industrial development hubs and the positioning of Senegal as a regional mining hub.

the creation of agro-industrial development hubs, known as agro-poles; the positioning of Senegal as a regional mining hub; and the reform of the country's SEZs. The fifth component, tackling the challenges of industrialization will not be discussed today.

Moving first to industrial platforms, let us consider the Diamniadio industrial platform. This is a 53-hectare platform, set up as a special economic zone to be developed in two phases. The first phase covers 13 hectares and its cost 25 billion CFA francs, which was borne in full by the Government of Senegal. Currently, there are eight industries and eight service companies in operation, with an additional three industries, including a gold refinery in the process of being set up. The investments made to date total 43,545 million CFA francs (\$60 million), with a long-term target of 123,952 million CFA francs (\$228 million). The aim is to create 1,035 direct jobs. The second phase is currently under preparation and will cover 40 hectares, to be funded by China at a cost of 62 billion CFA francs (\$110 million). In addition, the

French Government has provided assistance for the Diamniadio eco-park project with the installation of a solar plant.

The second industrial platform is the Sandiara park, which covers 100 hectares. This is being developed as a special economic zone on the initiative of the Sandiara municipality with Government support. To date, approximately 5.1 billion CFA francs (\$9.4 million) have been invested of a targeted total of 79.43 billion CFA francs (\$146 million). Currently, 195 direct jobs have been created, with a goal of 2,820 jobs in total.

Three more industrial parks are scheduled for development. Of these, Pharmapolis – dedicated to the pharmaceutical industry – is being developed in response to the COVID-19 pandemic to meet the need for self-reliance in the health sector. The two other industrial parks will be set up in Touba and in the south-east of Senegal, in partnership with the Chinese company Sinohydro. Together, these parks constitute the industrial component of the programme.

Three agro-poles are about to be set up in the north, south, and centre of the country.

Agro-poles represent the other major component and are key to the country's attainment of food security, the goal set by President Macky Sall in response to COVID-19. Following the pre-feasibility studies conducted by UNIDO in 2015, three agro-poles are about to be set up in the north, south, and centre of the country. These agro-poles are projected to generate – and are likely to exceed – economic benefits of approximately 120 billion CFA francs (\$220 million) in exports; 235 billion CFA francs (\$430 million) in foreign direct investment; 18,000 direct jobs; and a contribution of 85 billion CFA francs (\$156 million) to the sectoral GDP.

The southern agro-pole is the first under development and its implementation task force is already in place. Investments totalling 56.7 billion CFA francs (\$104 million) have been made by two partners: the African Development Bank and the Islamic Development Bank, with a counterpart contribution by the Government of some 11 billion CFA francs (\$20 million). Germany has also provided funding for the structuring of industries and the creation of sustainable and decent

jobs. The priority sectors, which are envisioned to be developed in this agro-pole are mango, cashew nuts and corn, and the aim is to generate 14,000 direct and 35,000 indirect jobs. This project will benefit 365,000 households.

A feasibility study for the agro-pole project in the centre of the country, funded by the Belgian Development Agency (ENABEL) is nearing completion. Funding for the project is currently being raised in the amounts of 11.5 million euros from ENABEL; \$60 million from the African Development Bank; and 50 million euros from the European Investment Bank. Private and public infrastructure such as roads, the electricity grid, health facilities and more, will cost 88.5 billion CFA francs (\$85 million). Private agro-industrial companies will invest around 46 billion CFA francs (\$85 million). The priority products identified for this agro-pole are groundnuts, cereals and salt. Groundnuts are a key asset to Senegal: when the groundnut market is strong, the country prospers. In all, 19,200 direct jobs will be generated by the central agro-pole.

Thanks to support from UNIDO, Senegal now has at its disposal a new legal regime for special economic zones.

The UNIDO feasibility study for the third agro-pole, in the north of the country, is due to be conducted in July 2021, with funding from the Korea-Africa Economic Cooperation (KOAFEC) programme, issued through the African Development Bank in an amount of \$934,000 and a grant of 500 million CFA France (\$920,000) from the Japan International Cooperation Agency (JICA) towards this project. The African Development Bank and the European Investment Bank have committed \$60 million and 50 million euros, respectively, for this project.

There are two new agro-poles that did not emerge from the UNIDO feasibility studies. The western agro-pole is a joint initiative by three municipalities: Sandiara, Malicounda and Nguéniéne. Agricultura, a member of the Mitrelli company group, has made a spontaneous offer in support of this project, where the feasibility study is currently ongoing. This agro-pole is estimated to cost about 83 million euros and Credit Suisse has been identified as the financial partner. Vegetables, fruit and livestock products, such as milk

and meat, will be cultivated in this agro-pole, located in a forest area. The fifth agro-pole, in the east of Senegal, will complete coverage of the country and meet the demands of the population of this region.

The other industrial zone project is the regional mining hub. The goal is to make Senegal a mining hub for West Africa through the provision of quality services, equipment and human resources. With funding from the African Development Bank, a firm is being engaged to carry out a feasibility study for the project. A mining park, or village, will also be established. Thanks to support from UNIDO, Senegal now has at its disposal a new legal regime for special economic zones, comprising a range of provisions and decrees which will enhance access to investment and the promotion of exports.

Senegal now has four SEZs: we have already spoken of Diamniadio, with its integrated industrial platform, and the Sandiara industrial park. The third such zone is the integrated SEZ of Diass, the initiative of an inland municipality with government backing. This was set

up by decree in 2017 and covers 718 hectares, backing on to the new Blaise Diagne International Airport currently under development. The first phase of this zone covers 90 hectares, including the airport's cargo village and an industrial zone. The fourth SEZ was created in 2019 by the Turkish company Tosyali. It is a mining and steel complex covering 100 hectares and the related feasibility studies are in progress. Through this zone, initial production capacity is estimated after 18 months of implementation at 600,000 tonnes per year at a total cost of \$120 million, and job creation is estimated at 400 direct and 800 indirect jobs.

The PCP has helped Senegal to build a project portfolio of 27 industrial parks and SEZs.

In conclusion, the PCP has helped Senegal to build a project portfolio of 27 industrial parks and SEZs, given that each of the five agro-poles will comprise at least four industrial parks. The PCP is an accelerator of the industrialization process, serving as a mechanism for public and private dialogue, and for mobilizing technical and financial partners. The PCP has proved to be a powerful fund-raising instrument for industrial projects.

The importance of feasibility studies cannot be overstated: these provide visibility and attract partners. Governments need to mobilize resources for these studies to facilitate projects and to showcase them to partners. One possible area of improvement is that of decision-making procedures of both UNIDO and other partners. These could be streamlined to enhance responsiveness and to prevent implementation hold-ups. With those concluding remarks allow me to convey my warmest thanks to the Director General of UNIDO and his entire team for their most valuable support.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, very much, Mr. Ndiaye, for your interesting and highly informative presentation about the way the Government of Senegal has made use of the PCP to advance projects under the PSE, the national development plan.

We note in particular your words that the PCP is an accelerator of the industrial process in the country, and the impressive figures that you provide: 27 industrial

parks and SEZs supported within the framework of the PCP. Thank you again for that valuable contribution.

I would now like to invite our colleague from UNIDO, Ms. Yvonne Lokko, to reflect on the specific work that UNIDO has been undertaking to support agro-industrial parks.

An agro-industrial park is a form of an industrial park, which focuses on the transformation of agriculture and livestock production.

**MS. YVONNE LOKKO, INDUSTRIAL DEVELOPMENT OFFICER,  
DEPARTMENT OF AGRI-BUSINESS, UNIDO**



First, let me highlight a few features of the integrated agro-industrial parks. Essentially, an agro-industrial park is a form of an industrial park, which focuses on the transformation of agriculture and livestock production.

There are two key features of such parks. The first is their location. They are typically located in a region of high agricultural growth, which is also within easy reach of an urban centre and has access to key infrastructure, such as transport, electricity, water, information and communications technology (ICT), and other amenities.

The second key feature of these

parks is that they are made up of two distinct and highly integrated components. The first component is the agro-processing hub of the industrial park. It is centrally managed, with a cluster of firms grouped together, sharing infrastructure and state-of-the-art facilities. The second component is the primary processing and aggregation centre, which we term a rural transformation centre (RTC) or agri-business transformation centre. The RTCs are located so as to reduce the distance from the farmers or the villages and the aggregation collection centres to the parks. The RTC also provides essential services to the rural communities, such as essential

The key features of agro-industrial parks include, first, their location in regions of high agricultural growth within easy reach of necessary amenities and, second, their composition, comprising an agro-processing hub of firms grouped together, sharing infrastructure and state-of-the-art facilities, and a rural transformation centre, providing essential services to the rural community.

banking services, socioeconomic services, storage for their products and extension services for farmers.

In terms of design and implementation, we intended these projects to be in line with the national goals, in particular those related to rural economic development and food security, and also with the industrialization priorities of the country, as outlined in the PCP document. We also designed them with a view to achieving a balance in the regional development, at the same time harnessing the natural resources endowment in the country and the skillsets in the different agro-ecological zones. Each integrated agro-industrial park, as they are located in different agro-ecological zones, would then focus on the commodities that are of higher advantage in that area.

The UNIDO approach also provides for various models and sizes, so it is tailored to the needs of a country. Agro-parks may be of different areas, depending on the needs of the country. During the conceptualization stage, we explore what would be best for the given country.

Typically, UNIDO is involved throughout the implementation of the integrated agro-industrial park and its intervention follows a phased approach: starting from the conceptualization stage, when the site is identified; proceeding through comprehensive planning together with the Government stakeholders; moving to the next stage of design and development, comprising extensive feasibility studies, including an environmental impact and social assessment study to understand the needs of the country. These documents are also very important for the next stages when funds need to be mobilized and the necessary permits obtained for the construction. In the last stage, the operationalization and management of the park, UNIDO provides technical services to build the capacities of the institutions, which will manage the parks and provide regulatory services within them.

A highly integrated approach is followed for the delivery of the programme. We look at the country's needs and then deliver our interventions together with other services, such as the development

of a robust food safety system. We look at the value chain analysis, the empowerment of women and youth, and we mainstream these into the whole approach.

We work in close collaboration with government stakeholders and help to build all the partnerships within the PCP framework to deliver the integrated agro-industrial parks and attract investment.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Ms. Lokko, for sharing with us this knowledge and expertise in the field of integrated agro-industrial parks and for highlighting the work carried out in support of some of the PCPs – a contribution that has been noted by some of our speakers today.

We shall now move to the sharing of experiences. On this item I have again three speakers: from Cambodia, Egypt and Zambia. I would like to start with Cambodia,

which is the first PCP country in the Asia and Pacific region, whose PCP programme document was signed on 22 December 2020.

I now give the floor to Mr. Chea Kok Hong, Deputy Director General for Policy at the Ministry of Economy and Finance of Cambodia and project director for the Preah Sihanouk master plan, which my colleague Mr. Feki has already mentioned.

**MR. CHEA KOK HONG, DEPUTY DIRECTOR GENERAL FOR POLICY, MINISTRY OF ECONOMY AND FINANCE, CAMBODIA**



To develop a multi-purpose SEZ, it is important to have a comprehensive plan setting out the vision for the zone and identifying the necessary support and infrastructure.

Preah Sihanouk Province is a coastal region located to the south-west of the capital of Cambodia, which was identified in the Cambodian master plan as the location for the development of the country's multi-purpose SEZ.

Cambodia expects to become a middle-income country under the Cambodia Vision 2030. To this end, Cambodia adopted its industrial development policy in 2015, which includes the master plan for the development of Preah Sihanoukville Province. This region is of particular

In the development of Cambodia's multi-purpose special economic zone, the PCP is playing a vital role as a platform for coordination, bringing together experts to agree on a shared vision and to map out a path for the delivery of the master plan.

importance for Cambodia because it provides access to the sea and a connection with regional and global markets. To develop a multi-purpose SEZ, it is important to have a comprehensive plan setting out the vision for the zone and identifying the necessary support and infrastructure.

The PCP supports the Government of Cambodia in carrying out this master plan and overcoming its limitations in resources and experience. There were extensive discussions related to coordination requirements for the project in Preah Sihanoukville Province during 2016 and 2017. In 2018 and 2019, the area benefited from an influx of Chinese capital of approximately one billion dollars. A large number of multi-storey buildings were erected over the course of 2018 and 2019. The design of the master plan was delayed, many areas were underutilized, and the existing infrastructure and energy and water supply were insufficient to cope with this rapid development.

Through the PCP, UNIDO was able to help us to coordinate expert assistance from China

and help the Government to surmount challenges related to resource planning and inter-ministerial coordination. Thanks to this arrangement, we organized workshops and coordinated all the necessary inter-ministerial meetings. The PCP provided a platform through which we could bring together all the relevant experts to discuss our vision. Without UNIDO's coordination and the availability of this platform created through the PCP, it would have been very difficult to agree on a strategic way forward for the Preah Sihanoukville Province and the kind of multi-purpose SEZ needed. Accordingly, the PCP has played a vital role as a platform for coordination of all relevant parties for the discussion of a shared vision and for mapping a path for the delivery of the master plan.

As a lower-middle income country with limited necessary experience, Cambodia is looking to UNIDO for technical support through the PCP as it moves forward with its plan. Going further, support is needed in terms of monitoring and evaluation and policy formulation to attract public and private partnerships,

so as to be able to promote the further development of the SEZ. It is not enough merely to have a master plan: funds also need to be mobilized. In this regard, Cambodia is looking forward to working with UNIDO as part of the PCP to attract more resources for this undertaking.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Chea Kok Hong, for your illuminating account of the way the Government of Cambodia is making use of the PCP as the platform to advance the industrial diversification of the country. We also take good note of the emphasis you have placed on the importance of coordination beyond all other efforts, bringing together expertise from the various stakeholders.

I would like now to welcome our next speaker, Ms. Abir El-Saady, Minister's Advisor for Funding and Development Projects at the Ministry of Trade and Industry in Egypt. You will all recall that PCP Egypt is currently in the implementation phase, and that smart cities and sustainable industrial parks constitute a key component of the PCP programme in that country.

PCP Egypt has an innovative design and follows a whole-of-government approach to enable horizontal coordination within the public sector and with the private sector.

**MS. ABIR EL-SAADY, MINISTER'S ADVISOR FOR FUNDING AND DEVELOPMENT PROJECTS, MINISTRY OF TRADE AND INDUSTRY, EGYPT**

Allow me to express our deepest appreciation for the support provided by UNIDO to the Government of Egypt and for the initiation of PCP Egypt, which is a flagship programme of our Government. I would also like to convey our gratitude to the Government of China for the funds allocated for the programming phase of PCP Egypt and for the continuous support that it is providing beyond this financial contribution. PCP Egypt is envisioned to support the Government of Egypt to achieve its Vision 2030, its trade and industry development strategy and its strategy for micro-, small and medium-sized enterprises and entrepreneurship over the period 2020-2025. PCP Egypt has an innovative design and follows a whole-of-government approach to enable horizontal coordination

PCP Egypt is of particular importance because it facilitates the green transition of the manufacturing sector, combining regulation, firm-level support, new technologies and skills enhancement for sustainable manufacturing.

within the public sector and with the private sector. It tackles the structural and policy barriers common to all manufacturing sectors in order to unlock local and foreign investment in building the next generation of manufacturing. Its integrated framework facilitates the green transition of the manufacturing sector, combining regulation, firm-level support, new technologies and skills enhancement for sustainable manufacturing.

PCP Egypt will mainstream Industry 4.0 in all aspects of industrial development with a particular emphasis on competitive sectors. The focus of PCP Egypt on inclusive and sustainable industrial zones and parks demonstrates that UNIDO's strategy is feasible, innovative and integrated, and will support Egypt in accelerating the structural transformation of its industrial zones. The PCP will develop industrial parks by overcoming business infrastructure challenges and barriers to market entry by firms.

PCP Egypt is of particular importance because it facilitates the

transition from zones to regional value chains. The PCP follows the regional approach to manufacturing enhancement by adapting support strategies to the specific needs and capabilities of the region, while leveraging their complementarity to support the transition to regional value chains. This focus area will also make use of infrastructure to enhance regional industrialization and enable green and digital transition at the regional level.

We would also like to thank UNIDO for launching eight projects under the PCP, in close response to our priorities. For example, the global eco-industrial parks programme will demonstrate the viability and benefits of eco-industrial park approaches in scaling up resource productivity and improving the economic, environmental and social performances of businesses, thereby contributing to industrial development in Egypt.

Many lessons may be learned from our previous cooperation with UNIDO, specifically in relation to Damietta Furniture City, Mergham Plastic Complex and Agro-industries

The components of PCP Egypt are highly diversified and include many planned activities.

in Qaliubia. These will all inform our forthcoming projects and help us to achieve the intended results of the PCP.

The components of PCP Egypt are highly diversified and include many planned activities. In this context, I would like to outline three ongoing national initiatives and major projects, which will be implemented with PCP support.

The first is the project to develop industrial complexes of small enterprises, which is being implemented by the Industrial Development Authority and the Micro-, Small and Medium-sized Enterprises Development Agency. This project aims to promote the contribution of such enterprises to manufacturing value added. In 2020, we made 1,657 units available for young and small-scale investors. These are located in seven industrial complexes in the regions of Alexandria, the Red Sea, Gharbia, Beni Suef, Minya, Sohag and Luxor. The units offered are fully furnished and the Government will support the investors in the issuance of licences and access to finance. This

undertaking is part of the strategic plan by the Ministry of Trade and Industry to establish 4,307 units in 13 industrial complexes.

The second initiative is the investment map. This was launched as part of the Government's campaign to develop the industrial sector and build strategic partnerships between the State and the investors, with a view to enabling Egypt to become a leading industrial country in the Middle-East and Africa.

The third project is the Suez Canal Economic Zone, which aims to harness the huge potential of the Suez Canal and the surrounding areas to develop an efficient, competitive and eco-friendly business environment. During the first five-year plan, 2015-2020, with the support of the country's political leadership, the Suez Canal Economic Zone proved to be very successful in meeting the infrastructure requirements of investors aiming to invest in the region in pursuit of its goal to become a leading world class economic hub and a preferred destination for investment.

Given the importance of these three national projects, the Government is very keen to align them with the implementation of PCP Egypt and is counting on extensive support and technical assistance from UNIDO in this regard.

To conclude, allow me to express our appreciation for the contribution made by the PCP to Egypt and to reaffirm our conviction that our strategic collaboration and synergies will accelerate ISID in Egypt.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Ms. El-Saady, for this valuable contribution. We have taken good note of the strong focus of PCP Egypt on inclusive and sustainable investment zones and of the catalytic role that the Government of Egypt wants the PCP to play to ensure the timely and proper implementation of the large-scale projects that you introduced to us today, including the Suez Canal Economic Zone.

I now invite our last speaker in this experience-sharing session, Mr. Mushuma Mulenga, Permanent Secretary at the Ministry of Commerce, Trade and Industry in Zambia. He will give specific examples of the work being carried out in the framework of this PCP, which is currently in the programming phase, and will describe how the multi-facility economic zones and industrial parks will feature within PCP Zambia.

We have been able to rehabilitate our economy and make it sustainable to achieve GDP growth of 7 per cent a year.

**MR. MUSHUMA MULENGA, PERMANENT SECRETARY, MINISTRY OF COMMERCE, TRADE AND INDUSTRY, ZAMBIA**



The formulation of the PCP for Zambia started with a scoping mission by UNIDO officials. Three activities have been conducted to support the formulation of the programme: the country diagnostic study, the partner mapping, and work towards the setting up of the National Coordination Body, which will be chaired by the Ministry of Commerce, Trade and Industry,

and co-chaired by the Ministry of Finance and the Ministry of National Development Planning.

Moving on to the establishment of SEZs, or multi-facility economic zones or industrial parks, as they are termed in Zambia, this programme started in 2005 with the aim of creating a platform for economic development by

The programme to establish multi-facility economic zones began in Zambia in 2005 and the country now has four such zones, with more under development.

attracting significant domestic and foreign direct investment through strengthened policy and legislative frameworks. To date, Zambia has declared four areas as multi-facility economic zones (MFEZ): Chambishi MFEZ; Lusaka East MFEZ; Lusaka South MFEZ; and Lumwana MFEZ, in addition to two industrial parks at Ndola and Roma. In addition, a fifth multi-facility zone, the Jiangxi MFEZ, is being established.

The industrial diagnostic study for these zones focused on Zambia's PCP strategic direction in line with the national priorities. As part of the first focus area on value addition, it was determined that foreign direct investment was essential to Zambia's industrialization agenda. In order to attract the necessary investment, Zambia aims to accelerate the development of SEZs, as exemplified by the industrial park around Kalahari Geothermal Park. This park is being designed to accelerate Zambia's industrialization and make the country competitive through increased investment in the manufacturing sector.

As part of the second focus area on skills development, the study

recognizes the importance of industrial skills development to match the country's needs, and thus promote job creation and inclusive industrial development for sustainable economic growth. A good example in this regard is the ongoing Zambian Industrial Training Academy (ZAMITA) project, which will be integrated into the PCP. This is funded by the Swedish International Development Cooperation Agency and implemented in collaboration with the Volvo Group as the private entity, and the Ministry of Higher Education as the main partner. The project focuses on enhancing youth employability in the transport and heavy duty equipment sector.

The third focus area on policy is primarily concerned with evidence-based industrial policymaking and statistics, exemplified by the proposed development of the Zambia industrial statistics system and database as part of the PCP. This aims to monitor industrial development in order to provide evidence-based decision-making on industrial development.

To support Zambia's industrialization agenda and, in

particular, the establishment of SEZs and development of industrial skills, there is need for continued technical assistance and capacity-building, benchmarking studies and other peer-learning sessions.

In conclusion, allow me to thank UNIDO for its continued cooperation and support for Zambia. We look forward to more such peer-learning sessions in the future.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you, Mr. Mulenga, for outlining for us how the Government of Zambia will make use of these economic zones and industrial parks to advance ISID in the country.

At this point, I invite the representative of the PCP in Kyrgyzstan, the Deputy Minister of the Ministry of Energy and Industry of Kyrgyzstan, to raise a few questions.

We have concluded the statements by speakers, and shall now open the question and answer session.

Kyrgyzstan looks forward to further collaboration and assistance from UNIDO within the framework of the PCP for this country.

**MS. VERONIKA ISAEVA, DEPUTY MINISTER, MINISTRY OF ENERGY AND INDUSTRY OF KYRGYZSTAN**



Having listened with interest to the substantive contributions by participants sharing their experience today, we look forward to further collaboration and assistance from UNIDO within the framework of the PCP for Kyrgyzstan.

In that regard, we have one question: has UNIDO already conducted any projects to assist in the development of a pharmaceutical sector for the production of COVID-19 vaccines, based on a feasibility study.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you for your contribution to the discussion. We take good note of the work currently under way in Kyrgyzstan to advance the PCP in the country. We also take note of your question about the work on pharmaceuticals and, in that regard, recall the presentation by the distinguished Secretary-General from Senegal in which he referred to the Pharmapolis industrial park dedicated to the pharmaceutical industry, which will contribute to the country's policy of self-sufficiency and its response to COVID-19.

Your question is very far-reaching and we will not have time to address it fully today, other than to say that UNIDO has indeed worked in the pharmaceutical sector, in particular in Africa, in cooperation with the World Health Organization (WHO). With regard to the COVID-19 pandemic, a joint initiative is currently in progress between WHO and UNIDO in a number of countries, including in Africa, to support the production of personal protection equipment. Let me now invite my colleagues to provide you with the necessary information on the work that UNIDO is undertaking with other partners, notably WHO, in the area of pharmaceuticals.

At this point I would like to take up a couple of questions and comments received from the floor that are very relevant to this afternoon's discussion. These include a comment from the Ministry of Trade and Industry of Egypt highlighting the importance of ensuring that the PCP is an integral part of the national development structures, which responds to an earlier question on this issue.

I also take note of a comment from the representative of Senegal, highlighting the importance of addressing the human resources constraints on the implementation of the PCP programmes.

In this context, we should also recall, as noted by some of the speakers today, the number of projects and programmes under way in the PCP countries to support the development of the necessary industrial skills, including soft skills, necessary to advance industrial development.

We also take note of the comment by the representative of the Rural Electrification Authority in Zambia, highlighting the benefits of the country's agro-industrial parks and their potential contribution to the PCP in the country, but pointing out the shortcomings in the availability of electricity for irrigation, processing and packaging.

For a final contribution, it is now my pleasure to invite Mr. Rithea Sarun, Secretary of State at the Ministry of Industry, Science, Technology and Innovation of Cambodia, to share with us some thoughts complementing the contribution by the representative of Cambodia.

Cambodia plans to become an upper-middle income country by 2035 and a high-income country by 2050.

**MR. RITHEA SARUN, SECRETARY OF STATE AT THE MINISTRY OF INDUSTRY, SCIENCE, TECHNOLOGY AND INNOVATION OF CAMBODIA**



Complementing the earlier remarks by my colleague from the Ministry of Economy and Finance, I would like to clarify that the Government of Cambodia does indeed have a clear vision for the Sihanoukville Province. We are currently working with our partners, including UNIDO, to transform Sihanoukville Province

into the biggest multi-purpose SEZ of the country, leading the drive to transform Cambodia into an upper-middle income country by 2035 and a high-income country by 2050. To achieve that goal we need to work closely with all of our partners, especially with UNIDO, in the framework of the PCP.

*Based on the audio interpretation from French*

Speaking on behalf of the Government of Cambodia and, in particular, of my Ministry, allow me to thank UNIDO for having chosen Cambodia as the first country in the Asia Pacific region to develop and implement a PCP.

Cambodia stands ready to carry out its PCP with success and, for that purpose, we need to work in close collaboration with the UNIDO Office in Cambodia and our colleagues at UNIDO Headquarters in Vienna. We look forward to pursuing close collaboration with the other PCP speakers of today and sharing our experiences.

Having heard the successful experiences in other countries that our colleagues have shared with us,

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR)**

Thank you very much, Secretary of State, for your contribution. We take good note of your comments complementing the contribution by your colleague and we thank you for the last suggestion, which is at the very heart of what we are trying to do here today, namely to create an experience-sharing process among not only the PCP countries, but also those countries that have an

interest in the PCP model. At this point, I shall close the question-and-answer session on our second topic and by extension, this first peer-learning session on the PCP. It is with great pleasure and honour that I now invite the UNIDO Director General, Mr. Li Yong, to take the floor for the closing remarks.

# Closing remarks

## MR. LI YONG, DIRECTOR GENERAL OF UNIDO



It is of great importance to share best practices and lessons learned from our experience with the development and implementation of the PCP.

First, I would like to congratulate the PCP countries on their achievement in moving ahead with this agenda. I believe this progress is very encouraging news for PCP countries and also for other Member States.

The current situation is pushing us to find innovative ways and to be creative in moving ahead with our agenda for socioeconomic development in this Decade of Action for sustainable development. Pressure is already growing on us and is now exacerbated by COVID-19. The crisis that we face is immense and recovery will be very difficult. Another challenge is posed by the new industrial revolution. At the same time, these challenges represent an important opportunity for us. As advanced countries move ahead, they will swiftly adapt to the new industrial revolution because these profound changes in humankind will also change socioeconomic systems globally. When we look at developing countries, however, and in particular the least developed among them, they face a major challenge in moving ahead and adapting to the technologies to gain access to the digital infrastructure, which is so vital for them to connect to the new technologies of the industrial revolution.

The PCP has now opened up an opportunity for us to meet those challenges. I have listened very carefully to the contributions of PCP representatives and to the major points raised, which we will support.

The first of these points is the vital need for strong leadership and strong commitment from the country. I have had meetings with the Prime Minister of Ethiopia, the President of Senegal, the Head of Government of Morocco, the President of Rwanda, the President of Zambia and other PCP countries with whom we are discussing ways of moving ahead with respective industrial development agendas, which are included among national priorities. The President of Egypt also affirmed this, where economic growth is based on the industrialization process. Among the 20 goals of policy transformation in Agenda 2063, industrial development is one of the priorities for such transformation.

The second point is the need for close cooperation with the public and private sector, which is essential for strong implementation and effective action. These public-private partnerships – PPPs – as noted by one of our speakers, are a vital form of coordination and essential for the programme's tangible results.

The third point is the importance of multilateral partnership. The PCP is not just an industrial

The current situation is pushing us to find innovative ways and to be creative in moving ahead with our agenda for socioeconomic development in this Decade of Action for sustainable development.

development project – it is an overarching process for the country to move ahead in pursuit of SDG 9 and inclusive and sustainable industrial development. To mobilize resources from international partners, IFIs – including regional IFIs, the donor community, the private sector and other sources, it is vital for us to build strong partnerships.

The last point is the actual experience with the PCP and we are very happy to hear the experiences of PCP countries. There is no fixed method for dealing with challenges: we always need to adapt to new situations. Let us consider some examples: PCP Ethiopia started with three priority sectors: textiles, leather and agricultural production. The continuation of PCP Ethiopia now may include chemicals, pharmaceuticals, machine manufacturing and other sectors. Morocco has embarked on the Fourth Industrial Revolution and has deployed digital technologies. PCP Egypt has also embraced features of the new industrial revolution and is developing vocational training systems based

on digital technologies. We note also the activities conducted in Côte d'Ivoire during its programming phase. We heard about agro-poles and integrated industrial platforms, such as the Diamniadio industrial platform in Senegal, and now we can see an even bolder plan being designed by the Government. It is encouraging to see how the PCP supports the Government in moving ahead with its development plans towards middle-income status.

Those are some of the key points that I have noted: first, the need for strong leadership and implementation; second, the need for focused coordination; and third, partnerships. Lastly, changes must be made according to the national needs and the global environment.

Once again, I must convey my sincere appreciation to you all for your contribution to this process. We will continue this kind of dialogue and experience-sharing. We will seek further innovative approaches to supporting our PCP countries so that they can move ahead quickly.

**MR. JAIME MOLL DE ALBA CABOT (MODERATOR), DIRECTOR, DEPARTMENT OF PROGRAMME AND PARTNERSHIP COORDINATION OF UNIDO**

Thank you, Director General, for these reflections, constituting an excellent summary of what we have learned here today.

Today we have had an outstanding opportunity to share the experiences and practices from PCP countries and countries that are interested in the PCP model, discuss and learn from these experiences and practices. Please join me in thanking all the speakers and panellists and also in thanking our audience for the relevant comments that they have raised.

We have learned about different experiences, demonstrating the rich variety of PCP countries, in two specific key areas that are at the core of the PCP. The first such area is that of stakeholder coordination and partnership and resource mobilization for flagship industrial projects. The speakers and panellists clearly illustrated the instrumental role of the PCP in enhancing the internal and external coordination with stakeholders and partners, and also in leveraging funding from both the public and the private sector.

The second area where we learned about the experience of selected PCP countries was the establishment of industrial zones and SEZs, and how countries are using or planning to use these to advance their inclusive and sustainable industrial development.

In closing, allow me to thank you all once again for your very timely and interesting contributions and to wish you all to stay safe.

For more information on the Programmes for Country Partnership, visit:

<https://www.unido.org/programme-country-partnership>

Press release:

<https://www.unido.org/news/unido-programme-country-partnership-countries-share-experiences-and-lessons-learned>

# Annexes

## Annex 1

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### 60 RECOMMENDATIONS PER SESSION'S TOPIC

60 Topic 1: Stakeholder coordination and partnership and resource mobilization for flagship industrial projects

61 Establishment of industrial zones/special economic zones (SEZs)

## Annex 2

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### 64 BIOGRAPHIES OF SPEAKERS

# Recommendations per session topic

## TOPIC 1

### STAKEHOLDER COORDINATION AND PARTNERSHIP AND RESOURCE MOBILIZATION FOR FLAGSHIP INDUSTRIAL PROJECTS

The PCP is a multi-stakeholder partnership framework, which brings together government representatives, United Nations entities, the business sector, development partners, financial institutions, academia and civil society and creates synergies among different interventions to maximize development opportunities in Member States. Each PCP is tailored to the specific country needs and mobilizes different partners and resources to maximize impact. The PCP focuses on priority industrial sectors with high growth potential and areas that are essential to the national development agenda. As such, the PCP supports the Government in mobilizing resources to unlock public and private investment for the realization of large-scale industrial projects.

Through the PCP, UNIDO supports Member States in achieving their national development goals by designing a programme composed of complementary interventions to accelerate inclusive and sustainable industrial development, by providing advisory services to the Government on industry-related issues and by delivering multidisciplinary technical assistance focused on the identified priority sectors and areas. UNIDO also facilitates the convening of partners and the overall coordination of the PCP.

## Recommendations

- 1 Ensure government leadership in resource mobilization and outreach activities. In particular, the Ministry of Finance or other applicable ministry, as applicable, shall have a prominent role in leading the resource mobilization for large-scale industrial development projects and PCP implementation and coordination. The Ministry of Finance, or similar, should ensure the optimum mobilization of resources from public and private partners as well as the efficient utilization of the resources mobilized.
- 2 Supported by UNIDO, the Government should establish a robust platform for dialogue with the business sector aiming to stimulate private investment, expertise and technology, which is needed for the realization of PCP objectives and economic transformation.
- 3 The Government should enhance coordination among partners and stakeholders in alignment with the broader United Nations development system. Overall, stronger ties should be developed with the United Nations Resident Coordinator and strengthened engagement of the UN development entities in PCP national coordination structures to promote synergies, joint initiatives and inter-agency cooperation.

## TOPIC 2

### ESTABLISHMENT OF INDUSTRIAL ZONES/ SPECIAL ECONOMIC ZONES (SEZs)

The establishment of industrial parks or SEZs are integrated interventions, which aim to support countries, especially developing countries and middle-income economies, in accelerating inclusive and sustainable industrialization and structural transformation. Industrial parks help overcome business infrastructure constraints and barriers to firm entry into the markets. They have the capacity to generate high productivity, create a large number of jobs, stimulate innovation, promote investment and foster social inclusion and environmental protection.

Over the past four decades, UNIDO has been promoting the establishment of industrial parks in Member States and has been actively assisting with the planning and establishment of industrial parks and various forms of SEZs to support sustainable growth through industrial development. In particular, UNIDO provides the necessary technical support in infrastructure development and complements this with appropriate policy analysis and advice to support the operationalizing of the industrial parks. In particular,

UNIDO conducts the feasibility studies as part of the development of such industrial zones and parks. These studies contribute to the identification of the necessary resources for the realization of large-scale industrial development projects, including investments from financial institutions.

The development of inclusive and sustainable industrial parks is one of the main components in the implementation of the PCPs. Through the PCP, UNIDO supports Member States to mobilize diverse partners, financial resources and knowledge in order to create the synergies that are required to promote and implement industrial development and to maximize development opportunities following the establishment of industrial parks.

## Recommendations

- 1 Supported by UNIDO, the Government should enhance national and international public-private synergies through the PCP to maximize investments and trade opportunities.
- 2 The Government should strengthen coordination with the national special economic zone (SEZ) authorities for streamlined policymaking, strategic and operational planning and increased accountability of feasibility studies and findings of PCP country diagnostics. As such, in PCPs, where the development of industrial parks has been identified as one of the programme's components and a crucial aspect towards the achievement of national development goals, it is recommended to involve the SEZ authority, as applicable, as member of the national coordination body.  
  
The Government should promote the development of sustainable industrial parks, with a particular emphasis on environmentally sustainable policies and practices, which underpin the achievement of inclusive and sustainable industrial development and the realization of Sustainable Development Goals (SDGs) and the 2030 Agenda.
- 3

# Biographies of speakers



**LI YONG**  
**Director General**  
**United Nations Industrial Development Organization (UNIDO)**

Mr. Li Yong, Director General of UNIDO, has had an extensive career as a senior economic and financial policymaker. As Vice-Minister of Finance of the People's Republic of China and a member of the Monetary Policy Committee of the Central Bank for a decade, LI has long been involved in setting and harmonizing fiscal, monetary and industrial policies and in supporting sound economic growth in China. Throughout his career, he has advocated financial-sector reform and prompted major financial institutions to establish corporate governance, deal with toxic assets and strengthen risk management. LI prioritizes fiscal and financial measures to promote agricultural development and small and medium sized enterprises, both of which represent 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.



**CIYONG ZOU**  
**Managing Director,**  
**Directorate of Programmes, Partnerships and Field**  
**Coordination; Director, Department of Regional and Field Coordination, UNIDO**

Mr. ZOU Ciyong was Deputy Director General of the International Department in the Ministry of Finance prior to joining the United Nations Industrial Development Organization in 2013. Previously, he held positions as Alternate Chief Negotiator for China during the negotiations surrounding the establishment of a BRICS-led Development Bank in 2013, Alternate to the Chinese Executive Director at the World Bank from 2010 to 2011, and Global Environmental Facility Operational Focal Point for China in 2008 and 2009. Mr. Zou, a Chinese national, obtained a PhD in Economics from the Graduate School of the Research Institute for Fiscal Science, Ministry of Finance, Beijing and master's degrees in Public Policy and Management and Political Science from Manchester University in the United Kingdom and Peking University in Beijing, China, respectively.



**NOBUYA HARAGUCHI**  
**Chief,**  
**Research and Industrial Policy Advice Division, UNIDO**

Mr. Nobuya Haraguchi leads country diagnostic work and various research and publication projects. He has published widely on structural change, patterns of manufacturing and industrial policy. Recent publications include articles in journals, such as *Structural Change and Economic Dynamics (2019 and 2018)*, *World Development (2017)*, and chapter contributions to key reference books, such as *Oxford Handbook of Structural Transformation*, edited by Monga and Lin (2019) and *Efficiency, Finance and Varieties of Industrial Policy*, edited by Noman and Stiglitz (2016). He was a co-editor of the book *Structural Change and Industrial Development in the BRICS* (2015). Before joining UNIDO, he taught macroeconomics at St. John's University in the United States.



**DEJENE TEZERA**  
**Director**  
**Department of Agri-Business, UNIDO**

Mr. Dejene Tezera has a MSc in biotechnology and agro-food process technology from Wageningen University, Netherlands. He worked as researcher in the Agro-Technology Research Institute, a team leader of the agro-industry programme, and Chief Technical Advisor for the UNIDO and FAO programme. Presently he works as Director of the UNIDO Department of Agri-Business and Team Leader of the Partnership Country Programme (PCP). His work consists of developing technical cooperation programs for sustainable agro-food value chains and food systems, skills development, work sector strategies and providing advisory support in agribusiness development. He has more than 28 years of experience in development agriculture and food systems.



**H.E. TEKA GEBREYESUS**  
**Entehabu, State Minister for Industry, Ministry of Trade and Industry of Ethiopia, and**  
**Co-Chair of the PCP Ethiopia Inter-Ministerial Committee of State Ministers**

H.E. Mr. Teka Gebreyesus, State Minister, Ministry of Trade and Industry of Ethiopia, has served in a number of senior government positions over the years. He was Deputy Commissioner at the Ethiopian Investment Commission before joining the Ministry of Trade and Industry and, prior to that, he served as a Director at the Ethiopian Revenue and Custom Authority, Ministry of Capacity-Building, Ministry of Public Service and Human Resource Development. During his tenure of these various senior positions, Mr. Teka has played a leading role in the implementation of the national public sector reform and good governance, which brought about a huge shift in national transformation endeavours as well as in the investment policy and business climate reform. Mr. Teka holds a BA in economics from Addis Ababa University, an MBA from the University of Indra Gandhi, India and a master's in public policy from the University of Murdoch, Australia.



**AURELIA PATRIZIA CALABRÒ**

**Director and UNIDO Representative in Ethiopia  
PCP Ethiopia Programme Manager**

Aurelia Patrizia Calabrò, an Italian national born in 1966, holds a university degree in international economics, and a master's degree in theory and policy for economic development. She has also attended postgraduate courses in many parts of the world and speaks six languages (namely, Italian, French, English, Spanish, German and Russian) and has a basic knowledge of Amharic.

She started her career at UNIDO in May 1989 at the Agro-Industries Development Department and during almost 30 years of service, she has specialized in agro-value chains development.

In her last position as the Chief of the Agro-Industries Technology Division at UNIDO headquarters, Ms. Calabrò was responsible for the technology aspects of agro-based industries in textile, leather, wood and agricultural tools for value addition and job creation. Emphasis is placed upon the design and implementation of programs to serve sustainable development needs of the agri-businesses and related industries, including environmental requirements.

She has worked in more than 30 countries worldwide, in particular in sub-Saharan Africa, and spent four years at the UNIDO Regional Hub in Ethiopia between 2006 and 2010, as Deputy Director and Senior Industrial Development Officer in charge of agro-industries development. She is an active member of the Program for Country Partnership in Ethiopia, covering the leather and textile components plus a number of agro value chains such as coffee, moringa and cactus fruits.

In 20 July 2018, Ms. Calabrò was appointed UNIDO Representative to the African Union and the Economic Commission for Africa and Director of the Regional Hub in Ethiopia, covering Burundi, Madagascar, Rwanda and Uganda. She assumed her duties in Addis Ababa at the UNIDO Regional Hub as of 1 November 2018.



**TRA BI EMMANUEL**

**Director General of Industry  
Ministry of Trade and Industry, Côte d'Ivoire**

Mr. Tra Bi Emmanuel is a senior food industry engineer. He has more than 15 years of service at the Ministry of Trade and Industry, in charge of industry and with solid experience in the elaboration and implementation of policies, programmes and projects supporting the development of industrial sectors.

Mr. Tra Bi Emmanuel has been Director General of Industry at the Ministry of Trade and Industry since January 2020. He is part of the Ministry's small team in charge of monitoring implementation of the PCP Côte d'Ivoire.



**TAOUFIQ MOUCHARRAF**

**Director of Communication,  
International Cooperation and Partnerships  
Ministry of Industry, Trade and Green and Digital Economy, Morocco**

Mr. Moucharrarf has long experience and deep insights on the Moroccan industrial and the national industry development process.



**JUANA ROSA ANA BALCÁZAR SUÁREZ**

**Vice-Minister for Small and Medium-sized Enterprises and  
Industry Ministry of Production, Peru**

Ms. Juana Rosa Ana Balcázar Suárez is an economist with more than 20 years of experience in public and private investment project management and more than 10 years of experience in public administration and management.

She has served as Director of the Trade and MSE Capacity-Building Program for the United States Agency for International Development (USAID-Peru) in the Andean region and Peru, as part of the implementation of the FTA with the United States. She has served as General Director of Micro and Small Enterprises in the Ministry of Production. As Director of Decentralized Investments in PROINVERSION, she led project promotion processes under the Works for Taxes Mechanism.



**FATOU HAIDARA**

**Managing Director,  
Directorate of Corporate Management and Operations; Director ad-interim,  
Department of Operational Support Services, UNIDO**

Ms. Fatou Haidara, Managing Director of the Directorate of Corporate Management and Operations at UNIDO, has had an extensive career as a strategic partnerships and policy envoy. Prior to joining UNIDO, she served the Government of Mali for eight years in several ministerial positions, including as Minister of Employment and Vocational Training and Minister of Industry, Trade and Private Sector Development. She was the youngest minister appointed in the history of Mali, at the age of 29. At UNIDO, Ms. Haidara led and coordinated the UNIDO contribution in a number of multilateral negotiations culminating in resolutions that have laid the foundation for inclusive and sustainable industrial development (ISID); notably, the Istanbul Plan of Action for Least Developed Countries and the Lima Declaration. She has promoted and contributed to UNIDO programmes in Africa, cooperation with least developed countries, expanding South-South cooperation and initiating and leading programmes for human security, youth employment and the economic empowerment of women.



**RAFIK FEKI**  
Industrial Development Officer,  
Department of Digitalization Technology and Innovation, UNIDO

Mr. Feki is managing several national and regional projects related to industrial parks, SME modernization and restructuring, quality infrastructure, business registration, Aid for Trade and others in the Middle East, South-East Asia, North and sub-Saharan Africa.

He supervised the design and implementation of several UNIDO approaches and tools, such as the Enterprise Modernization and Innovation Programme (EMIP), the COVID-19 Industrial Recovery Programme (CIRP) and the online enterprise diagnosis platform.

Before joining UNIDO, he worked for the German Agency for International Cooperation (GIZ) as national project manager and for the Government of Tunisia within the National Industrial Upgrading Programme.



**ADAMA NDIAYE**  
Secretary General,  
Ministry of Industrial Development and Small and Medium Industries, Senegal

Mr. Ndiaye has served as Secretary General of the Ministry of Industry and Small and Medium Industries of Senegal since December 2017. He has been one of the main drivers of the PCP at both the policy and operational levels with the responsibility, under the authority of the Minister of Industrial Development and Small and Medium Industries, over the industrial policy review, the establishment of industrial parks and agropoles and soon a regional mining hub. Prior to this, he served as Deputy Governor, President of the Special Delegation of the Diourbel Regional Council, Prefect of the Department and Director of Cabinet. Mr. Ndiaye is a civil administrator by training. He holds a master's degree in economic sciences, a diploma in engineering in works planning, and a diploma from the National School of Administration of Senegal.



**YVONNE LOKKO**  
Industrial Development Officer  
Department of Agri-Business, UNIDO

Ms. Yvonne Lokko is an industrial development officer with the UNIDO Department of Agribusiness Development. She has over 15 years' professional experience in the application of science-based technologies for sustainable agriculture and agribusiness development, including through research for development and in delivery of technical assistance services. Prior to joining UNIDO, she was a postdoctoral research scientist with the International Institute of Tropical Agriculture (IITA), Nigeria, and Technical Officer with the Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture, Austria. Ms. Lokko has authored several scientific publications. She holds a PhD in crop science from the University of Ghana and an MSc in plant biotechnology from the University of London.



**CHEA KOK HONG**  
Deputy Director General for Policy  
Ministry of Economy and Finance, Cambodia

Mr. Kok Hong is a Cambodian economic policy analyst by profession. Since 2011, he has been one of the leading members in designing government's economic and fiscal reform strategies and policies. His recent achievements involved in formulating and liaising few policy instruments such as the sub-decree on tax incentives for small and medium-sized enterprises, the Skills Development Fund and the Entrepreneurship Development Fund.

Mr. Kok Hong holds a master's degree in economic policy analysis from the Lee Kuan Yew School of Public Policy, National University of Singapore, and attended the accredited programme in digital transformation in government: innovating public policy and service at the Harvard Kennedy School, United States of America.



**ABIR EL-SAADY**  
Minister's Advisor for Funding and Development Projects  
Ministry of Trade and Industry, Egypt

Ms. Abir holds a BSc in economics and finance from Algeria University and an MBA in international marketing from the Arab Academy for Science, Technology and Maritime Transport. She holds a diploma in economic modelling from Sussex University in the United Kingdom and in macroeconomic modelling from Purdue University in the United States. Ms. Abir holds a doctorate in business administration, finance and banking with high honours from the Arab Academy for Science, Technology and Maritime Transport.

Ms. Abir is currently the Minister's Advisor for Funding and Developmental Projects at the Ministry of Trade and Industry responsible for managing, supervising and strategizing the ministry's portfolio of projects with all developmental agencies. She is also a professor of economics, finance and investment at the universities of SSM and AAST, among others. In the past, Ms. Abir occupied various posts such as Director of the multi-donor programme for the institutionalization of results-based management in the Egyptian government apparatus, Business Intelligence Director with several ICT companies, Market Analytics and Research Director at the Information Technology Industry Development Agency, member of the steering committee, sub-committee and academic assessment committee of the Cairo Initiative with USAID, responsible for managing graduate scholarships for Egyptian public servants in the United States, etc.

Prior to that, she was the Team Leader and Senior Researcher of the Trade Remedies (Anti-Dumping, Countervailing and Safeguard) Authority at the Ministry of Trade and Industry, where she led the economic and trade analysis and the trade agreements effectiveness programme, while identifying potential free trade areas.



**MUSHUMA MULENGA**  
Permanent Secretary,  
Ministry of Commerce, Trade and Industry, Zambia

Mr. Mulenga served as Permanent Secretary in charge of Development Cooperation, Monitoring and Evaluation at the Ministry of National Development Planning. He first served as Permanent Secretary in 2017, when he was appointed National Coordinator in the Private Sector Development, Industrialization and Job Creation Division at Cabinet Office.

Mr. Mulenga has over 17 years' experience in private sector development, policy analysis, business regulatory and investment climate reforms, trade sector reforms, labour law reforms, promotion of innovative use of information and communications technology in the provision of government services, promotion of inclusive growth, Industrialization, job and wealth creation, labour productivity and skills development.



**JAIME MOLL DE ALBA**  
Director,  
Department of Programme and Partnership Coordination, UNIDO Moderator

Mr. Jaime Moll de Alba leads the coordination of the UNIDO portfolio of country-level programmes, namely the Programmes for Country Partnership and the Country Programmes. He also leads the implementation of the Organization's partnership strategy and engagement with international financial institutions, the private sector, and multilateral funds. He is responsible for coordinating UNIDO South-South and triangular industrial cooperation.

He holds a PhD in economic development, a Diploma of Advanced Studies and Research Sufficiency from Universitat Politècnica de Catalunya in Spain, where he worked as Visiting Lecturer. He graduated from the same university as an industrial engineer specialized in industrial organization.





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INDUSTRIAL DEVELOPMENT ORGANIZATION

**United Nations Industrial Development Organization**

Vienna International Centre  
P.O. Box 300, 1400 Vienna, Austria

Telephone +43 1 260260

[www.unido.org](http://www.unido.org)

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