



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



Third Industrial Development  
Decade for Africa 2016-2025

# JOINT ROADMAP

## Third Industrial Development Decade for Africa





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**JOINT ROADMAP**  
**Third Industrial Development  
Decade for Africa (IDDA III)**  
**(2016-2025)**



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2021

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# CHAPTER ONE.

## INTRODUCTION

### I. THE RESOLUTION ON THE THIRD INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

The joint roadmap derives its mandate from resolution *A/RES/70/293*, through which the General Assembly unanimously adopted the third Industrial Development Decade for Africa (IDDA III) on 25 July 2016. The proclamation was made based on the recognition that through sustainable industrialization, the continent could achieve meaningful development. The proclamation is also a clear indication of the international community's willingness to enhance their partnerships with African stakeholders.

Mindful of Africa's vicious cycle of underdevelopment, poverty and economic vulnerability, the IDDA III proclamation underscores the need for the continent to take urgent action to advance sustainable and inclusive industrialization as a key element for furthering value addition, economic diversification and job creation, thus reducing poverty and enhancing the continent's capacity to deliver on Agenda 2063. This is no doubt also envisaged to significantly contribute to the implementation of the 2030 Agenda for Sustainable Development. It encourages the international community to take action and use industrialization as a vehicle for meeting the targets set out in the United Nations Sustainable Development Goals (SDGs). The timely proclamation of IDDA III builds on the tradition of international coordination efforts to promote sustainable industrial development across the continent.

The resolution specifically called on UNIDO to develop, operationalize and lead the implementation of IDDA III. The resolution invited UNIDO to foster partnerships, and coordinate with other relevant United Nations entities and organize joint initiatives in favour of industrialization, including technology transfer, productive diversification, agribusiness value chain development, trade capacity-building, renewable energy and energy efficiency, industrial policy, special economic zones and industrial parks, climate change and human capital development, all while strengthening public-private partnerships (PPP) with a range of stakeholders.

In order to expedite industrialization of Africa through the implementation of IDDA III, the General Assembly called for stronger public-private partnerships with multi-stakeholders and enhanced international cooperation including, among others, North-South, South-South and triangular cooperation.

The roadmap for the implementation of IDDA III developed by UNIDO addresses four issues that are critical for the successful implementation of IDDA III. These are: (a) ensuring government ownership and leadership as success will depend on a clear vision, commitment and resolve on the part of African Governments; (b) strengthening an enabling business environment that includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies and market institutions; (c) prioritizing sectors that have high potential for growth and which can meaningfully contribute to the alleviation of poverty; and (d) building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources.

## II. THE FIRST AND SECOND INDUSTRIAL DEVELOPMENT DECADES FOR AFRICA

The architecture of the joint roadmap for IDDA III implementation builds on the experience gained during the first Industrial Development Decade for Africa (IDDA I) (1980-1990), and the second Industrial Development Decade for Africa (IDDA II) (1993-2002). Both initiatives aimed at promoting internal engines of growth, building on the continent's wealth and natural resources to enable Africa to progressively achieve self-reliance and self-sustainment through industrialization.



The first IDDA was implemented between the years 1980-1990 and was the result of the Lagos Plan of Action. Thus, IDDA I focused on the translation of the goals of the Lagos Plan of Action into industrial programmes and projects. The main objective was therefore to use industrialization as a means of attaining self-reliance, as was adopted by the sixth Conference of African Ministers of Industry (CAMI 6), held in Addis Ababa in November 1981. IDDA I largely focused on stimulating the continent's economic and social development through the implementation of various projects and to accelerate the main objectives of the Lagos Plan of Action. The main industrial subsectors of focus included food processing, textile industries, forestry, building materials and construction, and metallurgical, chemical, engineering and small-scale industries.

The adoption of the Abuja Treaty in 1991 paved the way for the second Industrial Development Decade for Africa (IDDA II) that was subsequently endorsed by CAMI 9 and implemented from 1993 to 2002. It primarily focused on the rehabilitation of existing industries and the expansion of selected subsectors: leather and leather products, textiles, metallurgy, engineering, construction, agro and food productions, the promotion of the small- and medium-scale industry sector and the provision of physical and institutional infrastructure. Emphasis was put on the role of the private sector, and the necessity of focusing on national, subregional and regional dimensions for programme implementation. The action-oriented programme for IDDA II included consolidation programmes, industrial expansion, promotion of the small- and medium-scale industry sector, entrepreneurship development and support services.

After the implementation of both IDDA I and II, UNIDO conducted a comprehensive evaluation and developed an extensive report on the lessons learned, reviewing the implementation strategies of both IDDA I and II. Beyond this, UNIDO, at the request of the African Union, together with African Governments and the private sector developed the Accelerated Industrial Development for Africa (AIDA) initiative. AIDA is yet another landmark initiative in the continent's quest for self-reliance. It is also a product of the African Union Heads of State and Government Summit of January 2008 that was held under the theme, "the industrialization of Africa", in recognition of the significance attached to the industrialization of the continent by our political leaders. Building on the current socioeconomic development context of the African continent, and informed by the referenced evaluations of earlier industrialization frameworks (IDDA I and IDDA II), and lessons thereof, while at the same time being mindful of the urgency to drive structural transformation in the continent, IDDA III is both a timely and an inevitable programme. In essence, IDDA III, which builds on

lessons from previous initiatives, is envisaged to be a catalyst towards the implementation of AIDA, as the continent sets on a course to deliver Agenda 2063, thus anchoring prospects for self-reliance and resilience in Africa. IDDA III is thus seen as a strategic framework in the continent’s journey towards shaping a sustainable social, political and economic transformation process anchored on a broad-based and inclusive industrialization trajectory.

IDDA III therefore, presents yet another opportunity to confront the remaining challenges and embark on a new path to industrialization within a new global economic environment. It seeks to channel international efforts into programmes and projects that will enable African countries gradually to achieve self-reliance and build resilience through the pursuit of a sustainable and inclusive industrial development pathway.

### III. GUIDING FRAMEWORKS

Besides the declaration on IDDA III, there are several multilateral and bilateral frameworks that have inspired and informed the design of the joint roadmap for the implementation of IDDA III in order to ensure that socioeconomic growth and development is transformative, inclusive and sustainable. The following are the main multilateral and bilateral frameworks that are used as a basis for developing this joint roadmap.

#### **African Union Agenda 2063**

The African Union’s “Agenda 2063: The Africa We Want” recognizes the centrality of industrialization as one of the key strategic objectives that will drive social and economic structural transformation in the coming 50 years. The agenda clearly highlights the need to implement continental strategies for industrialization in Africa, including the AIDA; initiatives to develop agribusinesses, small- and medium-sized enterprises (SMEs) and the private sector; regional and commodity value chains; green economy; and the productivity agenda for Africa as an engine for industrialization that aims at enhancing the competitiveness of African economies. Its first 10-year implementation plan of Agenda 2063 (2014-2023) identifies goals and priority areas based on seven continental priorities, namely agriculture, human capital development, social development, industrialization and manufacturing, integration, governance, and peace and security.

## 2030 Agenda for Sustainable Development

The inclusion of SDG 9 on “Building resilient infrastructure, promoting sustainable industrialization and fostering innovation” was a clear reaffirmation of the centrality of industrialization to economic transformation by the international community. The targets of SDG 9 include: (a) significantly raising industry’s share of employment and gross domestic product, and doubling its share in least developed countries (LDCs) by 2030; (b) increasing the access of small-scale industrial and other enterprises to financial services, affordable credit, and their integration into value chains and markets; and (c) upgrading infrastructure and retrofitting industries to make them sustainable, with increased resource efficiency and clean and environmentally sound technologies and industrial processes. Other SDGs that are significantly linked to industrial development include Goals 1 and 2 on poverty alleviation; Goal 5 on gender equality; Goal 7 on affordable and clean energy; Goal 8 on decent work and economic growth; Goal 12 on responsible consumption and production and Goal 17 on partnership for sustainable development.

## African Union Action Plan for the Accelerated Industrial Development for Africa

The eighteenth Conference of the African Ministers of Industry endorsed the implementation strategy for AIDA, which aims at fostering sustainable economic growth, wealth creation and global integration using manufacturing as a dynamic force. AIDA focuses on driving the integration of industrialization in national development policies, especially in poverty alleviation strategies, development and implementation of industrial policy with priority accorded to maximizing the use of local productive capacities, and inputs through value addition and local processing of natural resources in each country. The strategy also seeks to strengthen capital and financial markets (including innovative financial intermediaries) as well as improving business finance, especially for small-scale and rural industries. AIDA highlights initiatives to develop agribusinesses, SMEs and the private sector, regional and commodity value chains, green economies and the productivity agenda for Africa. The strategy embodies 7 clusters, 21 strategic action areas and 53 projects covering substantial aspects of industrial development, including upgrading and modernization; industrial policy development and management; industrial innovation and technology systems; industrial skills development; renewable energy; and trade capacity-building.

A positive impact of AIDA so far is that it has inspired and influenced Member States, regional economic communities (RECs) and other development partners to mainstream industrialization in their development strategies. A key milestone in institutionalizing industrialization in the continent has been the successful setting up of the Implementation and Coordination Unit (ICU) in May 2018 by the African Union Commission (AUC) in collaboration with UNIDO as part of strategies to drive implementation of AIDA. This is a technical resource with responsibility for overseeing and coordinating the implementation of AIDA and other pan-African industrialization frameworks such as the Africa Mining Vision.

### **G20 Initiative on Supporting Industrialization in Africa and Least Developed Countries and Germany's Marshall Plan for Africa**

The G20 Members promote industrialization to enhance inclusive and sustainable development in Africa and LDCs and to achieve the SDGs. As part of the G20 Presidency under Germany, the so-called Marshall Plan for Africa titled “Africa and Europe – A New Partnership for Development, Peace and a Better Future” has been developed. The main industrial areas include food and agriculture, protection of natural resources, energy and infrastructure, and health, education and social protection. The focus is laid on promoting private investment, economic growth and sustainability, investment in infrastructure and renewable energy, capacity-building for employment opportunities, knowledge-sharing and assistance with managing risks associated with climate change.

### **The African Continental Free Trade Area**

On 7 July 2019, the operational phase of the African Continental Free Trade Area (AfCFTA) agreement was launched in Niamey. The launch followed the coming into force of the AfCFTA agreement on 30 May 2019, establishing the largest free trade area in the world since the creation of the World Trade Organization (WTO) in 1995. AfCFTA has become the most recent milestone in the Agenda 2063 flagship projects with potential to change the structural form of business relations between Africa and the world at large. Trading under the AfCFTA agreement began on 1 January 2021. As at 7 July 2021, 37 countries had deposited their instruments of ratification, with 54 countries having signed the agreement establishing AfCFTA. The United Nations Economic Commission for Africa (ECA) estimates that AfCFTA will increase intra-African trade by between 15 and 25 per cent. It will cover a market of 1.2 billion people and a gross domestic product of \$2.5 trillion. AfCFTA will create bigger export volumes, higher value addition into manufacturing and services, and a more diversified intra-African trade

export basket for women, youth and SMEs. Thus, central to the success of the grand free trade regime, a building block towards the Africa Economic Community in 2028, is the need to move the continent's industrial production frontier outwards, in order to build internal capacity to supply the expanded market place and beyond.

### **Other major bilateral frameworks**

Major bilateral frameworks include the Africa-European Union Partnership through Economic Partnership Agreements; the India-Africa Forum Summit; Forum on China-Africa Cooperation; Tokyo International Conference of Africa's Development; Russia-Africa cooperation; United States-Africa cooperation under trade and investment framework agreements; cooperation between Africa and the League of Arab States; Africa-Republic of Korea cooperation; and Africa-Turkey cooperation, among others. Further key frameworks include the Generalized System of Preferences, agreed at the United Nations Conference on Trade and Development (UNCTAD); unilateral trade preferences by the European Union to LDCs; the United States' African Growth and Opportunity Act; and industrialization frameworks of African RECs.



# CHAPTER TWO.

## BACKGROUND AND CONTEXT

### I. INDUSTRIALIZATION AND ITS SIGNIFICANCE FOR DEVELOPMENT

Industrialization has been and remains synonymous with competitive economic transformation. Today, literally all developed countries are simultaneously industrial economies. Before the onset of the industrial revolution, there was neither a noteworthy productivity growth, nor a significant rise in income per capita in any society, regardless of its culture and the region in which it lived. In thousands of years, income per capita was at insignificantly low levels and stagnated. Industrialization is also synonymous with wealth generation, and therefore, embodies enormous potential for poverty alleviation. Wherever it occurred, industrialization has been a reliable wealth-generating force, and thereby created the necessary conditions for the improvement of the well-being of people and communities.

The achievement of prosperity and decent socioeconomic conditions for the citizens of advanced countries and regions of the world is closely associated with the development of robust industrial sectors in the countries and regions concerned. To date, the divide between developed and developing countries is largely manifested by differences in the level of industrialization. This is underlined by the existence of strong interplays between industrialization, economic growth (e.g., measured by economic output achieved by societies), economic development (e.g., measured by the affluence of societies), and

the overall development of nations, in spite of the erosion of industry by the growth of new services, particularly in the category of the information economy.

Essentially no country has achieved a high status of development without industrialization. Whenever it has occurred, it has propelled economic diversification, and contributed to developing, strengthening and upholding sustainable economic growth and development as evidenced by:

- *Stimulation of entrepreneurship and enterprise development.* Experiences in mature economies show that generally, growth is higher in the industrial sector than in comparison to the rest of the economy.
- *Stimulation of demand (for goods and services).* Through both its forward and backward linkages with other sectors of the economy, and spill-over effects, industrialization has the potential to stimulate the demand for goods and services produced in a developing economy. According to the Competitiveness Report 2013 of the European Commission, each added final demand in manufacturing of one euro in the European Union, generated around 50 cent of additional final demand in other sectors of the economy (see EC 2013).
- *Rewarding innovation and propelling technological dynamism.* Due to the sector's constant need for upgrading (product, process, organizational, marketing, etc.), manufacturing is a major driver of investments in research and development (R&D). In the European Union, it has accounted for roughly 80 per cent of private expenditure on R&D.
- *Enabling countries to substantially increase exports.* This is because manufactured goods dominate international trade flows. With the exception of Africa (where fuels are the most dominant export product), manufacturing dominates exports in all major regions of the world.
- *Driving the systematic increase in knowledge and skills.* This is because labour needed in manufacturing is on average better educated and more skilled than labour needed in the primary sectors of the economy. Also, labour needed in more complex manufacturing sectors is on average better educated and more skilled than labour needed in low value-added manufacturing activities.
- *Impacting job creation through the multiplier effect.* It contributes substantially to the generation of employment within the



manufacturing subsector, other subsectors of the industrial sector, as well as in other sectors of the economy (including services). Lessons from the European Union show that each additional job in manufacturing creates between 0.5 to 2 jobs in other sectors (see EC 2013).

Overall, the existence of strong dynamic intra-sectoral linkages (i.e., within the various subsectors of manufacturing), as well as backward and forward linkages between manufacturing and other dimensions of the economy, underlines the significance of industrialization for development. Manufacturing activities and manufacturing-related services embody the strongest catalysts for the development of the fundamentals for sustainable and self-propelled economic transformation. For this reason, industrialization is a prime objective of development strategy. Characteristically, countries seek to increase manufacturing output and decrease reliance on commodity export economies.

## II. STATUS OF INDUSTRIAL DEVELOPMENT IN AFRICA

Since 2000, the continent has seen a prolonged commodity boom and a trend of sustained growth. The African economy grew by 3.2 per cent in 2018, down slightly from 3.4 per cent in 2017, buoyed by improved global growth that is increasing demand for Africa's exports and by rising commodity prices, higher investment in infrastructure, strong private consumption and favourable weather. At the subregional level, East Africa led with GDP growth estimated at 5.7 per cent in 2018, followed by North Africa at 4.9 per cent, West Africa at 3.3 per cent, Central Africa at 2.2 per cent and Southern Africa at 1.2 per cent. In the medium term, growth is projected to accelerate to 4 per cent in 2019 and 4.1 per cent in 2020.<sup>1</sup>

Africa's share of manufacturing value added remained low at 10.3 per cent in 2018. For most African countries agriculture was the main foreign exchange earner — while the services sector continued to grow rapidly. Manufacturing sector growth was subdued, according to the latest UNIDO growth estimates, with a moderate rise in manufacturing output of 0.7 per cent registered in the first quarter of 2019, compared to the same period of the previous year.

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<sup>1</sup>The projection for 2021 will obviously be affected by the impact of COVID-19.

Manufacturing production continued to be concentrated in low-technology products such as food, textiles, clothing and footwear, although there was growth in the automotive industry throughout 2018. The employment share in manufacturing was estimated at 7 per cent for 2018, compared to agriculture, which employs an average of 51 per cent of the working population, and the services sector, which employs around 36 per cent.

Foreign direct investment flows to the continent rose to \$46 billion in 2018, an increase of 11 per cent over the previous year. Growing demand for some commodities and a corresponding rise in their prices as well as growth in non-resource-seeking investment in a few economies underpinned the rise. While multinational enterprises from developing countries continued to expand their activities in Africa, investors from developed countries remained the key players.

Although there is an increasing number of African enterprises that adopt technologies related to the Fourth Industrial Revolution (4IR), also known as Industry 4.0, the current adoption and impact of 4IR technologies in Africa is still relatively low, compared to other developing countries, due to market barriers and other obstacles. Connectivity and accessibility because of infrastructure gaps are the biggest challenges and progress in these will drive the broader adoption of Industry 4.0 by enterprises. In addition to the digital infrastructure gap, the skills gap is pronounced in many African countries and in LDCs in particular. Educational systems that struggle to provide adequate skills for current economic activities will need to transform quickly to offer the skills required by 4IR. Vocational and educational schemes in many African countries need to undergo changes to prepare their population to teach the skills necessary to successfully absorb and use 4IR technologies.

There is no doubt that Africa has enormous potential for industrialization given its rich natural resources as well as prospects for developing intra-African value chains and integration into global value chains (GVCs). Specifically, Africa is home to 12 per cent of the world's oil reserves, 40 per cent of its gold and 80 to 90 per cent of its chromium and platinum (see African Ministerial Conference on the Environment, African Union, UNEP 2015). The continent is home to around 60 per cent of the world's uncultivated arable land, giving it extraordinary potential for agricultural development (see McKinsey Report 2016, 2010). Africa's rich natural resources allow the development of integrated intra-African value chains and can ease its integration into GVCs, thereby providing promising prospects for its engagement in the global market. With the fruition of AfCFTA, investment prospects for the continent have become even brighter with investment profiling

expected to shift towards cross-border regional value chain developments across industry and infrastructure, with positive effects on diluting sovereign, commercial and political risks under a more integrated regional and continental commercial space. A harmonized trading, investment and business regime will enhance intra-African trade, as well as foster a conducive environment that can unlock foreign direct investment in the continent.

Under the right conditions, African economies can integrate into global manufacturing and other industrial production activities, as well as into industrial services value chains. Africa stands to benefit from South-South, North-South and triangular cooperation through increased foreign direct investment inflows to the continent.

However, despite its great potential for industrial development, there are still many challenges to industrial development in Africa and they continue to abound. These include but are not limited to:

- *Lack of economic diversification and value addition:* Though abundantly endowed with natural resources, including many industrial minerals and agricultural resources, the African continent remains poor. This is mainly due to the fact that resources continue to be exported with no local value addition and processing. The persistent lack of industrialization is a dent or drag on African economies, which remain largely dependent on agriculture and unprocessed commodities that add little value (AfDB, 2018). Dependence on primary products has exposed the resource-rich African countries to the vagaries of global markets, and cycles of commodity booms and busts. On average, Africa's industrial sector generates a mere \$700 of GDP per capita, which is less than a third of the same measure in Latin America (\$2,500) and barely a fifth of that in East Asia (\$3,400). The challenge is therefore to assist African countries in transforming their economies from resource-dependent to dynamic, diversified industrial economies. To do this, there is need for increased assistance in terms of capacity-building programmes and industrial policy reorientation.
- *Limited capacity for quality assurance and certification of products:* Despite the increasing openness of the world market, greater emphasis in multilateral trade negotiations on the development front, and some concessionary schemes available specifically to African countries, all of which offer significant opportunities for the

advancement of trade and industry in Africa, most countries in the region have not been able to effectively benefit from trading opportunities in expanding markets. This has been mainly due to the inability of African products to meet set international standards for quality. Therefore, building up capacity to improve, certify, test and assure the quality of industrial products continues to remain a priority for most African Governments, more so if export competitiveness has to be assured for the bulk of the products.

- *Limited basic infrastructure to propel industrial development:* Infrastructure, including roads and energy, remains underdeveloped, hindering regional integration and reducing enterprise competitiveness. The road access rate in Africa is only 34 per cent, compared with 50 per cent in other parts of the developing world, while transport costs are 100 per cent higher. The energy that is needed for powering industrial growth is grossly inadequate, with electrification rates as low as 1 per cent in parts of rural Africa. It has been estimated that under current trends of energy supply, it would take decades to electrify Africa. More than 640 million Africans have no access to energy, giving an electricity access rate for African countries at just over 40 per cent — the world’s lowest. Per capita consumption of energy in sub-Saharan Africa (excluding South Africa) is 180 kWh, against 13,000 kWh per capita in the United States and 6,500 kWh in Europe. Only 30 per cent of the population has access to electricity, compared to 70-90 per cent in other parts of the developing world.
  - The continent cannot harness its comparative advantage of using natural resources as the cornerstone of industrial development, converting comparative advantages into competitiveness, without adequate energy and other infrastructure. The development of infrastructure at national, regional and continental levels has to be accorded high priority. New estimates by the African Development Bank (AfDB) suggest that the continent’s infrastructure needs amount to \$130-170 billion a year, with a financing gap in the range \$68-\$108 billion. Africa currently invests just 4 per cent of its collective GDP in infrastructure.
- *Limited human capacities/skills and technological base for Africa’s industrial development:* Limited qualified human resources coupled with a lack of appropriate technologies continue to constitute a major hindrance to Africa’s industrial and economic development.

With regard to human resources aspects, there is need for special emphasis on increased and targeted training covering recent trends and developments in manufacturing processes and industrial management practices. Regarding technology, there is need for the promotion of continuous flows of scientific discoveries, the development and adaptation of technologies to ensure improvement in productivity and the competitive production of industrial goods in Africa. In this regard, the role and appropriate linkages of the tertiary sector including universities as well as R&D institutions and technical support-providing organizations is critical in enhancing adaptive capabilities and the commercialization of new knowledge.

- *Weak enabling environment for private sector development:* Many Governments in Africa have worked to employ most of the required incentives to support private sector development in their countries. However, several other “doing business” aspects including high taxation costs, high interest rates, lack of investment financing, cumbersome business registration procedures, and several other tariff and non-tariff barriers, continue to be major hindrances to industrial development efforts. Notwithstanding this, it is encouraging to note that some countries in Africa have recorded significant gains on the World Bank Doing Business rankings, owing to persistent implementation of business regulatory reforms. Notable among these countries are Botswana, Mauritius and Rwanda. Thus, the challenge for most countries is to create durable, predictable business enabling regimes, to enable private sector development and attract foreign direct investment.

The solutions to the challenges highlighted above lie in addressing and overcoming the fundamental institutional and infrastructural constraining factors through the provision of coordinated and systemic support within the framework of IDDA III. Some of the key interventions that need to be prioritized should include industrial skills generation, stimulation of productivity, promotion of investment, provision of infrastructure and transport facilities, upgrading enterprise operations, transfer of technology, reduction in the costs of doing business, and introduction of appropriate standards to enable products to compete in international markets.



# CHAPTER THREE.

## VISION, MISSION, ADDED VALUE AND PRINCIPLES

### I. VISION AND MISSION

The vision of the joint roadmap for the implementation of IDDA III is to place Africa firmly on a path towards inclusive and sustainable industrial development. This can only be achieved by fostering sustainable economic transformation in Africa through a broad-based and country-owned process that leverages financial and non-financial resources, promotes regional integration and mobilizes cooperation among Africa's development partners.

In order for this vision to become a reality, the implementation of IDDA III needs to be aligned with SDG 9 while also cognizant of Africa's development trajectory informed by Agenda 2063.

The mission is to contribute to sustainable economic transformation in Africa through a broad-based process involving the promotion of inclusive and sustainable industrialization by leveraging domestic natural resources, developing and leveraging domestic acquired resources (both financial and non-financial) and safeguarding the environment. Through this joint roadmap, African Member States will be assisted in their efforts towards the implementation of the African Union Agenda 2063 and its 10-year implementation plan as well as the 2030 Agenda with a focus on SDG 9.

## II. ADDED VALUE

The joint roadmap for the implementation of IDDA III adds value to the ongoing effort of industrialization in African countries by:

- Putting the spotlight on industrialization of Africa and gathering support at the highest political level through regular reporting to the General Assembly, the African Union Summit and the governing bodies of UNIDO and other implementing partners, and engaging other relevant intergovernmental bodies and multi-stakeholder forums
- Convening partners focused on this common goal and enabling stakeholders and African policymakers to navigate the large number of initiatives currently active, identify gaps, and create synergies and complementarities
- Carrying out a comprehensive mapping of initiatives including programmes and projects of all international organizations and donors in support of Africa’s industrialization and providing an accessible, transparent and global framework for tracking progress and ensuring mutual accountability
- Coordinating partners to maximize alignment, facilitate cooperation and ensure that common challenges are addressed cooperatively
- Mobilizing resources by identifying resource requirements for joint initiatives, programmes and projects, and creating business cases to support the mobilization of resources
- Facilitating communication, identifying and addressing opportunities and challenges jointly by engaging partners, and sharing experiences and best practices

## III. PRINCIPLES OF THE JOINT ROADMAP

The joint roadmap will be guided by the following principles:

- *Fostering partnerships, as appropriate:* This principle underlines the need for enhanced participation by stakeholders in the implementation of IDDA III strategic action areas through joint projects, as well as own projects.



- *Promoting African ownership of development interventions:* In order to ensure the sustainability of development interventions, there is need to guarantee the involvement of the local counterparts. This will be attained by ensuring broad-based participation in all stages of the projects (i.e., design, implementation, and monitoring and evaluation).
- *Promoting dynamic complementarities among projects and programmes:* This is with reference to projects by different actors and partners, as well as programmes at different levels (pan-African, REC, national), implemented within the context of IDDA III frameworks, which are relevant for expediting industrial transformation in African countries.
- *Scaling up technical support to African countries:* This principle underlines the need to scale up development efforts to ensure higher development impact and contribute to the realization of the aspirations stipulated in IDDA III.
- *Learning from and being guided by best practices:* This will involve taking stock of past and current industrialization initiatives at different levels (local, regional and international), and extracting lessons for specific practices (e.g., industrial clusters, development corridors, domestic industrial value chains, integration in regional and global industrial value chains, etc.).
- *Blending traditional and innovative financing for industrialization:* Among other things, this will involve leveraging private sector investment to maximize resource mobilization (including through the promotion of public-private sector cost sharing arrangements where possible). Another viable option is considering incentives for attracting innovative sources of financing and resource mobilization (e.g., by looking at sources of investment from the diaspora and sovereign wealth funds).
- *Establishing appropriate monitoring, reporting and evaluation mechanisms:* This will involve pegging progress and achievements against quantifiable performance indicators, with specific timelines that stipulate when the desired results should be achieved.



# CHAPTER FOUR.

## STRATEGIC OBJECTIVES, ACTION AREAS AND TARGETS

The strategic objectives and action areas included in the roadmap for the implementation of IDDA III respond to considerations that led to the adoption of resolution 70/293. These include the need for a continuation of the tradition of international coordination in efforts to promote meaningful development, and the consensus that industrialization can be used as a vehicle for meeting the targets set out in the United Nations 2030 Agenda for Sustainable Development, in particular SDG 9.

Six key interconnected strategic objectives were selected on the strength of their ability to contribute to the industrialization of Africa, as laid out in resolution 70/293. Each strategic objective is split into strategic action areas, which will be further subdivided into programmes and projects with specific targets. The six strategic objectives of the joint roadmap are:

*Strategic objective 1:* Maintain the industrialization of Africa high on the political and developmental agenda through the organization of global forums to take stock of IDDA III implementation as well as building new partnerships and creating synergies with other key partners and stakeholders.

*Strategic objective 2:* Improve systemic capacity of key stakeholders to produce evidence-based policymaking through strategic support towards the development and management of industrial policy instruments.

*Strategic objective 3:* Scale up technical cooperation to accelerate Africa’s industrialization through the implementation of the multistakeholder partnership model for inclusive and sustainable industrial development in African countries.

*Strategic objective 4:* Strengthen cooperation at the level of the African Union, regional economic communities and countries, notably through support in the implementation of the Action Plan for the Accelerated Industrial Development for Africa.

*Strategic objective 5:* Strengthen partnerships and resource mobilization from government, public and private sectors, and multilateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact.

*Strategic objective 6:* Ensure greater awareness of IDDA III through branding, communication and advocacy.

While each of these strategic objectives will be a basis for the identification of specific actions, they have been objectively and holistically cast to guide policy and programme options that will be linked to several areas at the same time. The joint IDDA III roadmap framework will foster national, regional and global policy dialogue to facilitate and enhance local action, which in turn aims to maximize impact at all levels. A localized approach will be important to ensure Member State ownership of initiatives and policies to adjust to the different political structures and environments in which industrialization initiatives need to be delivered.

The prioritization of strategic action areas and specific actions will hinge on the interest and commitment expressed by Governments, their partners and other potential actors for enhanced responsibility, sharing and ownership. To ensure efficient leveraging of programming capacity across key stakeholders and partners, a full and thorough mapping of existing programmes and projects will be undertaken, building on what has already been done to identify and chart all existing pan-African industrialization-related initiatives and movements, financing mechanisms and policy actions, to ensure that IDDA III delivers the envisaged impacts on structural transformation in the continent, within the context of Africa Union Agenda 2063 and the United Nations SDGs. The mapping will also facilitate the alignment of ongoing efforts of multiple actors from all sectors, including new and emerging actors, to rally an inclusive and participatory approach towards delivering an inclusive and sustainable industrialization pathway for Africa.

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**Strategic objective 1: Inclusive and sustainable industrialization of Africa assigned a high priority on the global political and developmental agenda**

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The strategic objective aims to build partnerships and to improve the visibility of IDDA III globally. This strategic objective includes high-level events and activities organized by key implementing partners of IDDA III. Global forums present an opportunity to draw attention to the Decade and take stock of its implementation and help to build new partnerships and create synergies in order to successfully implement IDDA III. They also provide platforms for regular updates on the progress of IDDA III, thereby encouraging cooperation in the implementation of projects.

The expected outcome for this objective is demonstrated political buy-in of the strategic contribution of inclusive and sustainable industrialization for the fulfillment of the 2030 Agenda and Agenda 2063 and the commitment of the highest political leadership and decision-makers for the implementation of IDDA III.

The strategic action areas included in **strategic objective 1** provide platforms for dialogue on IDDA III:

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|-----|--|
| 1.1 | Meetings of the General Assembly and the United Nations Economic and Social Council as platforms for dialogue on IDDA III  |
| 1.2 | African Union summits, conferences and events as platforms for dialogue on IDDA III  |
| 1.3 | UNIDO global platforms as platforms for dialogue on IDDA III   |
| 1.4 | Meetings of the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States as platforms for dialogue on IDDA III |
| 1.5 | Other platforms for dialogue on IDDA III   |

**Target:** By 2025, the contribution of inclusive and sustainable industrialization of Africa for the fulfilment of the 2030 Agenda and Agenda 2063 gets buy-in at the highest political level both at regional and global levels. This will be demonstrated through the renewed commitment and demonstrated support for Africa's industrialization at the continental and global level.

**Strategic objective 2: Enhanced capacity of key stakeholders to produce objective industrial policies informed by evidence-based research**

Strategic action areas and projects related to this strategic objective contribute to the strengthening of governance, research and statistics in support of industrialization as well as policy advice and institutional human capital development for the AUC, RECs and African Member States. African Governments and regional integration bodies in Africa lack the capacity to generate timely, reliable and relevant statistics to inform policymaking. Sectoral industrial statistics will be needed to monitor performance, competitiveness and production in each African country and in the continent as a whole. The overriding objective of this strategic objective, therefore, is improved capacity for key stakeholders to produce evidence-based policymaking for the continent to enhance policy traction on implementation. Key strategic action areas cover strengthening industrial data collection (including statistics disaggregated by gender and other important criteria) and analysis to monitor the implementation of IDDA III; training and technical assistance for industrialization partnership agreements; support for RECs and subregional statistic hubs/competence centres in the formulation, update and execution of industrial policies; and diagnostic, thematic and empirical studies to determine appropriate policies for the structural transformation of African economies.

The expected outcome of this objective is an increase in the number of African countries that have accessible and disaggregated industrial data. This data will be used in the formulation of national development plans, industrial policies and strategies.

The strategic action areas contained in **strategic objective 2** include:

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| 2.1 | Strengthening governance, research and statistics in individual African countries              |
| 2.2 | Policy advice and institutional human capital development for the AUC                          |
| 2.3 | Policy advice and institutional human capital development for the secretariats of African RECs |
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**Target:** By 2025, African countries will have enhanced institutional capacity to produce evidence-based policies to objectively inform their industrial development agenda, underpinned by effective disaggregated data generation, storage and analysis. This will include the capacity to:

- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, through creating opportunities to integrate into regional, continental and global value chains
- Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in least developed countries
- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
- Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- Significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
- Achieve the sustainable management and efficient use of natural resources

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### **Strategic objective 3: Technical cooperation to accelerate Africa's industrialization**

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Strategic objective 3 focuses on implementing pipeline projects and developing new initiatives in line with future prospects for manufacturing and other industrial subsectors in Africa. The projects will cover the establishment of industrial parks and the special economic zones; energy security and access for industry; fostering competitiveness, including through trade facilitation and regional economic integration; agribusiness value chain development and upgrading; technology transfer; investment promotion, innovation and the Fourth Industrial Revolution; leveraging information and communication technologies for Africa's industrialization and sustainable development; entrepreneurship and private

sector expansion; and economic empowerment of women and girls, youth, rural communities and the urban poor. This strategic objective will therefore place special emphasis on scaling up the UNIDO Programme for Country Partnership (PCP) approach from the two pilot countries – Ethiopia and Senegal – to other African countries.

The expected outcome is an increase in the number of countries implementing the PCP approach. PCP is the innovative model designed by UNIDO to accelerate inclusive and sustainable industrial development in Member States. This is aligned with the national development agenda and focused on sectors with high growth potential. The programme supports a country in achieving its industrial development goals.

Strategic action areas that are grouped under **strategic objective 3** include:

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|------|--|
| 3.1  | Industrialize Africa by promoting special economic zones, industrial parks   |
| 3.2  | Diversify industrial production in African countries through value chain development   |
| 3.3  | Promote energy security and access for industry (scaling-up) and improving energy efficiency   |
| 3.4  | Upgrade technological capacities in African countries for environmentally sustainable industrial production  |
| 3.5  | Build trade capacity in support of the competitiveness of African industrial enterprises   |
| 3.6  | Enhance industry-related business development services in support of African industrialization   |
| 3.7  | Promote investment in African manufacturing through broad-based and inclusive financing  |
| 3.8  | Facilitate technology transfer to foster industrial transformation in Africa   |
| 3.9  | Enhance domestic innovation systems in support of industrialization in Africa  |
| 3.10 | Leverage information and communication technologies for Africa's industrialization and sustainable development   |
| 3.11 | Promote SME development, youth and women entrepreneurship to create a critical mass that recreates capital in the continent  |
| 3.12 | Uphold corporate social responsibility with the purpose of promoting an inclusive and resource-efficient industrialization and contributing to the successful implementation of IDDA III |
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**Target:** By 2025, a minimum of 10 African countries will have an improved institutional and physical infrastructure that promotes industrial investment, diversification and competitiveness and the number of countries participating in the UNIDO Programme for Country Partnership will have increased. This will result from the capacity to:

- Develop quality, reliable, sustainable and resilient infrastructure, including regional, trans-border and cross-border infrastructure, with a focus on affordable and equitable access for all
- Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes
- Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and Small Island Developing States
- Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
- Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of youth and women
- Increase the capacity of small-scale industrial and other enterprises, in particular in developing countries, to participate on national, regional, continental and global value chains and markets
- Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

- Increase substantially the share of renewable energy in the global energy mix
- Produce and effectively coordinate implementation of evidence-based and sound industrial policies

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**Strategic objective 4:** Cooperation at the level of the African Union, regional economic communities and Member States to facilitate the implementation of pan-African industrialization frameworks such as the Action Plan for the Accelerated Industrial Development for Africa

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This strategic objective aims to strengthen the cooperation of development partners with the African Union and the secretariats of African RECs. Special emphasis will be on the implementation of AIDA. Moreover, the strategic objective includes activities aimed at supporting regional business organizations in African RECs. Pertinent activities will concentrate on mainstreaming the joint roadmap for the implementation of IDDA III into the strategic action areas of the cited institutions; strengthening and broadening the scope of the AIDA ICU at the African Union; organizing regional consultative forums for policy decisions on industrialization; scaling up strategic support for regional economic integration in line with industrial cross-cutting issues (infrastructure, trade regimes, etc.); and capacity-building.

The expected outcome is an observed traction on the implementation of pan-African industrialization frameworks, including AIDA supported by a well-resourced AIDA ICU to effectively coordinate industrial development activities at REC and Member State levels.

The strategic action areas covered by **strategic objective 4** are:

4.1	Support for the implementation of AIDA at the African Union level
4.2	Support for the implementation of AIDA at the REC level
4.3	Support to enhance the efficiency of other regional institutions that contribute to industrialization in Africa
4.4	Support for the implementation of AIDA at the country level

**Target:** By 2025, there will be increased and strengthened cooperation of development partners with the African Union, regional economic communities and Member States, especially, for support towards the implementation of the Action Plan for the Accelerated Industrial Development for Africa and related industrialization frameworks. This includes:

- Stronger recognition and support for the implementation of the Action Plan for the Accelerated Industrial Development for Africa from the major Africa-focused partnerships including the African Union-European Union Partnership, TICAD and FOAC
- Enhanced North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhanced knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
- Increased international support for implementing effective and targeted capacity-building in African countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation

#### Strategic objective 5: Partnerships and resource mobilization

This strategic objective focuses on strengthening partnerships to secure resources to achieve higher development goals within these frameworks. The success of the Decade relies on the mobilization of the requisite financial and technical resources for countries to achieve higher levels of inclusive and sustainable industrial development. It is crucial to involve in the process actors from government, the public and private sectors, and multilateral and bilateral development cooperation agencies. The convergence of official development aid flows and investments along a specific, country-owned industrial policy direction is critical to ensure effectiveness and large-scale development impact. Activities will focus on scaling up the cooperation with various development finance institutions (DFIs) and the United Nations Entity for Gender Equality; convening of funds mobilization/investment conferences and donor roundtables. It will also be necessary to pursue other avenues for cooperation. This will include mobilizing financing from private sector partners, i.e., multinational companies that seek to outsource manufacturing); leveraging South-South

and triangular cooperation; targeting resources from global environment partnerships such as the Global Environment Facility; strengthening cooperation within bilateral frameworks, with the intention of ensuring full participation of the private sector in the process. The expected outcome is an expanded and diverse portfolio of partners and instruments (non-financial and financial) for industrialization initiatives in Africa.

**Strategic objective 5** comprises the following strategic action areas:

5.1	Organizing global pledging forums
5.2	Organizing dedicated IDDA III consultative forums
5.3	Integrating African industrialization in North-South and South-South economic diplomacy and industrial cooperation and partnerships
5.4	Operationalizing of selected projects in the financing and resource mobilization strategy of AIDA
5.5	Developing public-private sector partnerships

**Target:** By 2025, there will be strengthened partnerships and resource mobilization from government, public and private sectors, and multi-lateral and bilateral development cooperation agencies to secure the requisite financial and technical resources for maximum impact on Africa’s Industrialization. This will include:

- Increased flow of multilateral and bilateral financial and technical support to African countries for building the necessary policy and infrastructural conditions for promoting an inclusive and sustainable industrial development
- Enhanced capacity for attracting higher foreign direct investment and mobilizing domestic saving and private sector investment
- Gross domestic expenditures on R&D as percentage of GDP for increased number of African countries has reached 1 per cent
- Regional industrialization hubs linked to the global value chains and commodity exchanges will be in place

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### Strategic objective 6: Building awareness of IDDA III

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This strategic objective aims to create visibility for IDDA III. Through implementation of strategic areas outlined below it is expected that there will be increased awareness of IDDA III among various stakeholders on the African continent and beyond. This will be premised on leveraging branding, communication and advocacy instruments to increase the awareness and visibility of the IDDA III initiative. The branding, communication and advocacy strategy will focus on the entire scope of IDDA III activities, and therefore seek to publicize IDDA III activities and results. The launch of the IDDA III Championship initiative will play a key role in outreach activities.

The strategic action areas included in **strategic objective 6** are:

6.1	Designing the IDDA III communication and advocacy strategy paper and promotional instruments
6.2	Running IDDA III promotional campaigns
6.3	IDDA III Championship initiative

**Target:** By 2025, there will be more people who have a better appreciation of IDDA III and who will champion it through branding, communication and advocacy initiatives at all levels of the society. This will include formation of champions of:

- African Heads of State for the implementation of IDDA III
- Businesses and private sectors for Africa's industrialization
- Development partners and stakeholders, including civil society and the media, for an inclusive and sustainable industrial development in Africa



# CHAPTER FIVE.

## MODALITY OF COORDINATION AND RESOURCE MOBILIZATION

The realization of IDDA III objectives necessitates strong stakeholder partnerships and therefore also the creation of inter-institutional mechanisms. An undertaking of the magnitude of IDDA III is an involving process that requires intense consultations. Therefore, it is imperative to put in place inter-institutional mechanisms to guide the implementation of IDDA III. The inter-institutional mechanisms that will be created are: the steering committee and the expert working group. The mechanisms will promote the development of joint activities; increase the impact of project activities; facilitate the sharing of best practices and lessons learned and promote the visibility of the IDDA III programmatic framework across the African continent and among Africa's development partners.

### I. IDDA III STEERING COMMITTEE

The purpose of the steering committee is to develop and lead the implementation of the joint roadmap. It will provide strategic leadership in the architecture of concrete actions to guide effective implementation of IDDA III, as well as a dedicated multi-institutional mechanism for the oversight of the process. The steering committee of IDDA III is composed of the following six members:

- From Africa: AUC, African Union Development Agency (AUDA-NEPAD), AfDB, and Afreximbank.
- From the United Nations system: UNIDO, Office of the Special Advisor on Africa (OSAA), and United Nations Economic Commission for Africa (UNECA).
- From the private sector: Pan African Chamber of Commerce

## II. EXPERT WORKING GROUP

The expert working group is composed of the nominated focal points from key implementing institutions. Its purpose is to serve as the technical arm of the steering committee and in this context, to conduct regular consultations on important issues of interest to African industrialization, to contribute to the architecture of the joint roadmap as well as to the design of the projects in each strategic objective. It will also oversee the implementation of the project activities in the respective institutions. The expert working group is made up of focal points from the following organizations:

- From Africa: AUC, AUDA-NEPAD, AfDB, Afreximbank, Regional Economic Communities: Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC), Economic Community for Central African States (ECCAS), Economic Community of West African States (ECOWAS), Southern African Development Community (SADC), and Union du Maghreb arabe (UMA).
- From the United Nations system: UNECA, FAO, European Union, EIB, WTO, World Bank, BADEA, ITU, ILO, ITC, UNDESA, UNCTAD, IFAD, WHO, IOM, ECOSOC, OSAA, UNOHRLLS, WIPO, UNDP, and UNEP.

## III. OTHER COORDINATION MECHANISMS TO SUPPORT THE THIRD INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

In addition to the newly created oversight mechanisms, IDDA III implementation will take place through integrating oversight functions within existing mechanisms. Specifically, the following existing institutional arrangements will also oversee the implementation of IDDA III, in line with their respective mandates:

- AUC, through the African Union Specialized Technical Committee on Trade, Industry and Minerals, which is responsible for advancing the industrialization agenda in Africa
- The commissions or secretariats of the key RECs recognized by the African Union: COMESA, EAC, ECCAS, ECOWAS, SADC and UMA



## IV. TECHNICAL AND FINANCIAL RESOURCES FOR THE IMPLEMENTATION OF THE THIRD INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

One of the shortcomings of the past industrial development interventions in African countries has been the inappropriate benchmarking of resources required for industrial development. This has led to the failure to create the appropriate framework conditions in terms of capacities in financial and non-financial resources.

The mapping of Africa's non-financial capacities reveals the existence of serious gaps in all areas that are relevant for industrial development. The section below highlights some of the critical non-financial resources that should receive special attention in the implementation of IDDA III:

- *Entrepreneurship facilitation:* Conditions for entrepreneurial activities are generally more difficult in Africa than in other regions of the world. For example, in 2018, the average time required to start a business in Africa was 23.37 days, compared to the global average of 20.12 days (World Bank).
- *Human capital:* Industrialization relies extensively on the embodiment of knowledge and technology in human capital through education and training, followed by experience gathered on the job. Empirical evidence shows that human capital endowments, measured by, for instance, the number of years of education are among the key factors contributing to a rapid and sustained process of industrialization. Industrial research is critical for competitive and sustainable industrial development. Apart from being a source of R&D-driven innovations, it generates knowledge that is leveraged to raise the efficiency and productivity of industrial economic activities, through better deployment of various inputs – human and material – into industrial production activities. It also informs the improvement of methods of industrial production and existing industrial products, and the development of new industrial products.
- *Inadequate physical infrastructure:* The role of infrastructure for industrial development is well recognized and widely understood by all development stakeholders. Physical infrastructure includes

infrastructure for energy (electricity, gas), telecommunications, transport, water supply, sanitation and sewerage. The provision of public physical infrastructures is inadequate to support industrialization in most African countries, the quality of such infrastructure is poor, and its cost is proportionally high. Africa lags behind other regions in many categories of hardware infrastructure, including energy generation, transport and telecommunications.

- *Gaps in technological capacities needed to drive industrialization:* Technological capacities are critical for industrialization because they drive manufacturing and other value adding activities. Technology also plays a key role in the industrialization process because economies with appropriate technological capacities have better prospects to stay ahead in terms of competitiveness, through their own technological innovations or through the acquisition of technologies (e.g., from technology markets), which enable them to engage in higher value-added activities and thereby achieve higher value capture. The drivers of technological competitiveness include investment in R&D and high-quality scientific research institutions (in all cases, involving the public sector, the private sector and PPP); as well as development and effective management of intellectual property regimes (to promote, generation, access to and commercialization, diffusion, transfer and absorption of innovations).

In view of the importance of resource mobilization for the success of the IDDA III agenda, activities in strategic objective 5 of the UNIDO roadmap are dedicated to partnerships and resource mobilization. This strategic objective underlines the crucial importance of the mobilization and prudent deployment of financial and non-financial resources in the success of the implementation of IDDA III.

This funds mobilization chapter also builds on the outcomes of the third International Conference on Financing for Development and the resulting Addis Ababa Action Agenda outcome document, which recognizes the importance of industrial development as a critical source of economic growth, economic diversification and value addition, and which also highlights several key avenues for financing development initiatives.

## V. APPROACHES FOR THE RESOURCE MOBILIZATION OF IDDA III

To ensure the successful implementation of IDDA III activities, robust and innovative approaches to resource mobilization will have to be employed. Africa, the key IDDA III implementing partners and its development partners need to work together on their joint endeavours in the mobilization and deployment of resources. The mobilization and deployment of diverse resources to support African industrialization will be a shared responsibility of all institutions involved in the implementation of IDDA III.

Considering the major importance of resources for successful industrial development, the mobilization of financial and non-financial resources and their strategic deployment is certainly a core condition for the successful implementation of IDDA III. Hence, an important question is how to successfully mobilize resources for IDDA III. There are several approaches that IDDA III stakeholders can utilize for resource mobilization for IDDA III. These could be clustered under sources of financing and mobilization platforms.

### Sources of financing

- *Strengthened cooperation with the donor community at different levels:* Efforts to mobilize resources from various donor partners should be undertaken in a coherent manner and at different levels including at continental, regional and national levels with a view to promoting relevant linkages for IDDA III implementation.
- *Cooperation with IFIs and DFIs:* The support of international financial institutions and development financial institutions, particularly in terms of mobilizing finance for covering the existing investment gap for infrastructure development, are essential for the successful implementation of IDDA III.
- *Governments:* African Governments should take the lead in mainstreaming IDDA III in their national development strategies and integrate IDDA III projects in their budgetary allocations.
- *Business sector finance:* Business sector finance should form an important component of financing for IDDA III implementation. In this context, business sector should be broadly defined to include: domestic direct investments, domestic portfolio investments, foreign direct investments, and foreign portfolio investments;

whether by private sector or by State-owned enterprises, or by PPP involving private enterprise and State-owned enterprises. Business sector finance is appropriate for both investments in manufacturing ventures, and investments aiming to build diverse non-financial resource capacities (entrepreneurial, human capital, infrastructure, organizational and technological) to support IDDA III implementation.

- *Diaspora finance*: Financial resources from the diaspora can also be mobilized and strategically leveraged for industrial investments. In mobilizing and leveraging diaspora finance for IDDA III, African countries should, among other things, identify and emulate the experiences of countries in which diaspora remittances are managed professionally (e.g., Philippines), and consider issuing special diaspora bonds to finance IDDA III, following the role models of countries such as India (since 1991) and Israel (since 1951).
- *Philanthropy finance*: These include corporate philanthropy finance (in which case, the target institutions include telecommunication companies, mining companies, energy companies, banks, etc.; and can target both indigenous and foreign investors), and private philanthropy finance (which includes finance from philanthropic foundations/funds, the specific target entities being national, subregional, pan-African and foreign foundations).

### Mobilization platforms

- *Public-private partnership*: PPP can be used especially for mobilizing resources for the provision of infrastructure necessary for industrial development (such as building and equipping schools, hospitals, transport systems, and water and sewerage systems).
- *Global forums*: Global forums serve as a platform to enhance cooperation between key implementing partners and major stakeholders of IDDA III in order to mobilize funds for projects and strategic action areas.
- *UNIDO PCP approach*: The PCP approach should be used to pool grant and loan financing, and thereby to promote dialogue and coherence among stakeholders, and to reduce transaction costs and risks.
- *Trust Fund for Africa*: During the focal points workshop held in March 2019 in Vienna at UNIDO Headquarters, the idea was proposed to set up a trust fund for industrial development in Africa.

- *Blending traditional and innovative financing for industrialization.* Among other things, this will involve leveraging private sector investment to maximize resource mobilization (including, through the promotion of public-private sector cost sharing arrangements where possible). This could thus include, but not be limited to, leveraging private equity, crowd funding, mutual funds and venture capital financing among other viable options, depending on the nature of the project to be financed.

## VI. RECOMMENDATIONS FOR SUCCESSFUL RESOURCE MOBILIZATION

For the successful implementation of IDDA III, diverse approaches are needed to help facilitate the mobilization and deployment of financial resources needed to enhance diverse non-financial capacities in African countries. The required non-financial resources capacities may include industrial infrastructure, industrial entrepreneurship, industrial knowledge and skills, technological capacities from various sources whether within the country, within a REC or beyond, and institutional (organizational) capacities.

The building of smart partnerships will facilitate the mobilization and deployment of the resources required to expedite the implementation of IDDA III. However, this will also require Governments to play a key role in dynamic PPPs. Also critical to the process are global, regional and national partnerships in the mobilization and deployment of financial resources. The leveraged partnerships must be in a position to help mobilize sufficient resources to achieve the aspirations of IDDA III.

To make Africa an attractive location for industrial investments from all over the world, higher ambitions and targets should be set for non-financial resources as well. African countries should build capacities to contribute, on average per country, 95 per cent to 100 per cent of the non-financial resources they need to drive their industrialization, with the remaining 5 per cent coming from external sources. Moreover, to ensure that enough resources are mobilized, it is necessary to conduct detailed baseline studies at country, REC and pan-African levels, so as to inform the process.

There is also a need for the institutionalization of various mechanisms and instruments, to follow up on development ambitions and intentions, and to oversee the mobilization and deployment of resources, including pledges made by Governments and development partners to support such ambitions and intentions. The institutional mechanisms and instruments created will ensure that what is declared is actually pursued to the end.

All in all, African Governments should play active roles. IDDA III implementation should be co-resourced by the government and private sector. Public investments should be used to catalyze private investments, by creating a conducive environment for doing business, and thereby stimulating private investment. The resources mobilized and deployed by the public hand should stimulate adequate responses by the business sector, so that the net effect will be a deployment of critical masses of resources into industrial investments, and thereby contribute towards the achievement of the desired development targets. Government investments in basic infrastructure, such as transport (roads, airports, harbours, etc.), telecommunications infrastructure, etc., would be critical to stimulating business sector investments.

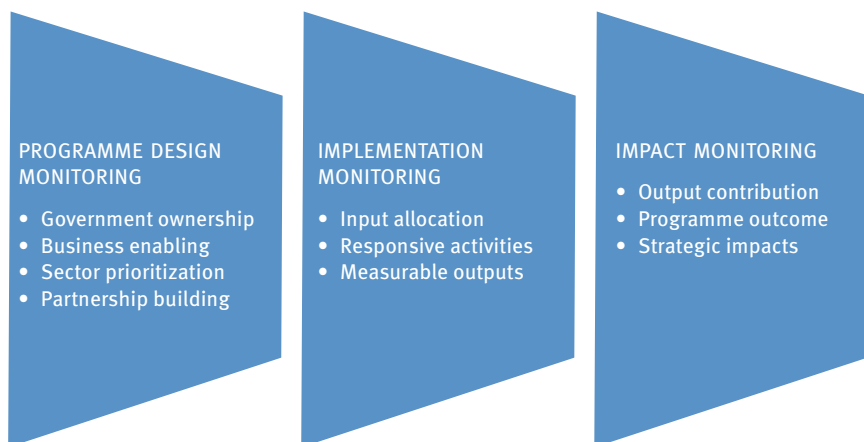
# CHAPTER SIX.

## MONITORING, EVALUATION AND REPORTING FRAMEWORK

### I. THE FRAMEWORK

Development and implementation of a well-designed results-based monitoring and evaluation framework is key to ensuring the effective implementation of the joint roadmap. The monitoring framework proposed for the joint roadmap is structured under three stages that are interrelated and interdependent, and are as follows:

**Figure I. The monitoring framework for IDDA III and factors of monitoring**



- *Programme design monitoring:* The effectiveness of a given programme and the sustainability of its impact are largely influenced by the key principles followed during the design and development of the programme. The key design principles for IDDA III are set in General Assembly resolution 70/293. These are: (a) ensuring government ownership and leadership as success will depend on a clear vision, commitment and resolve on the part of African Governments; (b) strengthening of an enabling business environment that includes having appropriate policies, infrastructure, knowledge and skills, financing, technologies and market institutions; (c) prioritizing sectors that have high potential for growth and which can meaningfully contribute to the alleviation of poverty; and (d) building strong partnerships for financial and non-financial resource mobilization at the multilateral, regional and bilateral levels, as well as the prudent deployment of such resources. Programme design monitoring is largely a self-assessment exercise that would assist in making the programme fit for the purpose.
- *Implementation monitoring:* Partner agencies will be responsible for continuously monitoring the implementation of their IDDA III support programmes through systematic collection of data on specified indicators to provide timely assessments of outputs, from the ongoing development support and the extent of progress towards the achievement of programme objectives. Implementation monitoring consists of the following three key elements that measure effectiveness from input-output relationships.
  - Inputs: looks at the allocation of the required human, financial and institutional resources for the effective implementation of activities defined in the programme.
  - Activities: looks at the relevance of the activities defined under each programme to the strategic objectives and action areas identified in the joint roadmap.
  - Outputs: looks at the level of achievements of the specified outputs for each activity and their potential contribution to the specific outcomes defined in the joint roadmap.



- *Impact monitoring*: This is the most critical part of the results-based monitoring, evaluation and reporting framework, which primarily focuses on evaluating the ultimate impacts of the programme. The following are the three key factors of focus for the impact monitoring of the joint roadmap:
  - Output attribution: this is the stage at which each output of the implemented programme will be evaluated on the basis of its contribution towards the fulfillment of a specific programme outcome or target.
  - Programme outcome: the outcome of each programme will be reviewed on the basis of its contribution to the specific strategic objective defined under the joint programme
  - Strategic impacts: the contribution of each programme outcome is evaluated against its specific contribution to the strategic goal of IDDA III.

## II. MONITORING AND EVALUATION

Each partner agency will strive to ensure the effectiveness and sustainability of the outcomes from its programme support by ensuring that the four key principles of IDDA III are kept in focus during the development of all programmes and projects in support of IDDA III. Furthermore, partner agencies will give adequate attention to the allocation of the required input and the development of the activities which will determine the successful delivery of the outputs.

The implementation monitoring will continuously monitor the adequate utilization of inputs and execution of activities as per the work plan of the programme with primary attention to the delivery of the outputs. This will be done using the monitoring matrix given under annex 2 which includes factors such as leveraged resources and synergy of activities that are critical for enhancing the outcome and impact of the joint roadmap.

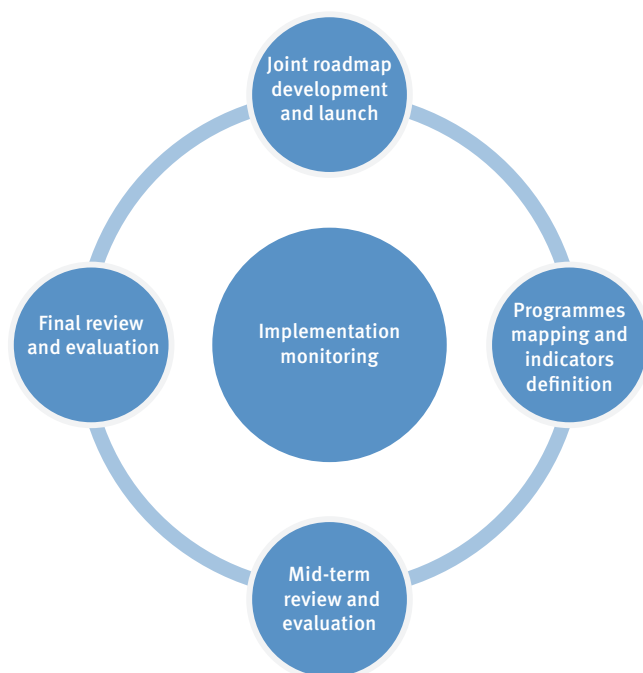
The impact monitoring will build upon the results of the implementation monitoring and evaluates the major outcomes and the resulting impacts of the programmes carried out under the joint roadmap in relation to the strategic objectives, outcomes and targets of the joint roadmap. The monitoring matrix given under annex 3 will be used as a basis for the impact monitoring.

Carrying out the monitoring and evaluation of the implementation of the joint roadmap at the level of implementation monitoring and impact monitoring will also help in objectively assessing the attribution and contribution factors of each programme implemented under the joint roadmap. Given the broad nature of both the substantive objectives and the contributing partners for the joint roadmap, the assessment result from the implementation monitoring could be more attributed to the individual partner agencies. On the other hand, with the exception of very few agencies such as UNIDO which have industrialization as their core business, most of the partner agencies would have more of a contributory role in the assessment result from the impact monitoring.

### III. THE RESULTS-BASED MANAGEMENT CYCLE FOR THE JOINT ROADMAP IMPLEMENTATION

The results-based management cycle of the joint roadmap for the implementation of IDDA III will consist of the following five distinct stages that are interconnected:

**Figure II. The results-based management cycle**



- *Joint roadmap development and launch:* This is the foundation for the provision of systematically coordinated support to African countries for the implementation of IDDA III. The finalization and endorsement of the joint roadmap by the partner organizations will constitute the formal launch of the joint roadmap. (Joint roadmap validated in September 2020)
- *Programme mapping and indicators development:* Taking stock of all existing and planned programmes and initiatives that are implemented by the partner agencies through a mapping exercise provides the basis for defining the specific indicators that will be used for the monitoring and evaluation of the implementation of the roadmap. (Early 2021)
- *Monitoring programme implementation:* Participating agencies will conduct regular monitoring of the programmes they are implementing using the indicators defined for the joint roadmap. This stage of the monitoring will be largely focused on output monitoring and will be a continuous exercise for the duration of IDDA III, with a biannual report submitted to the Secretariat.
- *Mid-term review and evaluation:* The coordinating secretariat for the implementation of the joint roadmap will facilitate an independent mid-term review and evaluation that will evaluate progress made on the implementation of the roadmap and proposes corrective actions that need to be considered by implementing partners. The mid-term review and evaluation will put more emphasis on the outcome levels related to the specific action areas of the joint roadmap. (Mid 2023)
- *Final review and evaluation:* At the end of IDDA III, the coordinating secretariat for the implementation of the joint roadmap will facilitate an independent final review and evaluation with a focus on evaluating the impact of the joint roadmap implementation in relation to the strategic objectives and targets outlined in the joint roadmap. Identifying the key lessons that could feed into the next cycle of collaboration would be the key output of the final review besides showing the progress made on the implementation of IDDA III.

## IV. EVALUATION AND REPORTING OF IDDA III<sup>2</sup>

As listed in chapter 3, the six strategic objectives are composed of several strategic action areas, which are in turn split into various projects. These strategic action areas and projects also have their own goals and outcomes. The indicators of the results achieved through the implementation of the strategic action areas of IDDA III are used to measure both the outcomes (denoting what has been achieved, in relation to the purpose of a development intervention; thus they show whether success has been achieved or not) and the developmental impact.

UNIDO, through its Africa Division, will be responsible for reporting to the General Assembly and other relevant authorities on the implementation of IDDA III. As mandated in resolution A/RES/70/293, UNIDO submits an annual progress report to the General Assembly through the Secretary-General in July of each year. These annual reports cover all activities undertaken by all institutions participating in the implementation of IDDA III.

Each implementation partner will be responsible for the evaluation and reporting of the activities under its leadership. In this case as well, the monitoring, evaluation and reporting will be guided by a results-based monitoring evaluation and reporting framework. Besides, where needed, appropriate information and data will be provided to the implementation partner in question by all partner institutions in the implementation of IDDA III.

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<sup>2</sup>A mid-term evaluation of IDDA III will be conducted in 2021. A final evaluation will also be held at the end of the decade, as it was done with IDDA I and IDDA II.

# THE WAY FORWARD

This joint roadmap is designed to support African countries on a path towards inclusive and sustainable industrial development, as the continent embarks on a journey to deliver on “Agenda 2063: The Africa We Want”. The joint roadmap for IDDA III is therefore necessary for achieving not only structural transformation, but also for expanding overall economic development, thus anchoring the prospects for delivering a broad-based social and economic transformation of the continent. Taking into account recent developments in the continent capped by the start of trading under the AfCFTA and the COVID-19 global pandemic, IDDA III can be seen as a major catalyst that the continent can leverage as it seeks to shift its production frontier through exploitation of economies of scale under the liberalized trading regime, and also seize the opportunities presented by the pandemic. In this regard, IDDA III can be viewed as a strategic cog in the continent’s journey towards Africa’s post-COVID-19 pandemic economic recovery and shaping a sustainable social, political and economic transformation process, anchored in a broad-based and inclusive industrialization trajectory in the medium to long term.

The availability of many financial and non-financial resources and their prudent deployment are essential conditions for the successful implementation of the IDDA initiative. The effective implementation of IDDA III and the achievement of the goals and targets set therein certainly requires mobilizing and deploying huge amounts of resources. The immediate focus must be on the mobilization of financial and non-financial resources from local, foreign and international sources, in order to set in motion the implementation of the joint roadmap and support flagship programmes and projects. In line with resolution 70/293, all

stakeholders who agree to be involved in the Decade are urged to commit to a high level of participation and collaboration. Appeals will be made to donors, DFIs as well as the private sector to provide financial and non-financial resources for the implementation of IDDA III.

Cooperation among the key implementing partners of IDDA III provides valuable support to the initiative, but it is clear that the successful implementation of IDDA III ultimately lies firmly in the hands of African countries themselves. It is vital that African stakeholders participate fully in the implementation of the Decade's programmes and projects at all three levels: national, regional and continent-wide, to engender a high degree of ownership, inclusivity and shared responsibility. Only then can we entrench some measure of credibility, a key variable for anchoring prospects for win-win outcomes in the implementation of IDDA III.



## ANNEX I. CHECKLIST OF FACTORS FOR CONSIDERATION DURING PROGRAMME DESIGN<sup>1</sup>

Programme design factors	High (10 points)	Medium (7.5 points)	Low (5 points)
<b>1. Country ownership and leadership</b>			
1.1 Active government leadership guided by clear industrialization vision			
1.2 Responsiveness of programmes/ project to national development plans			
1.3 Level of participation of key stakeholders as the foundation for ownership			
<b>2. Enabling business environment</b>			
2.1 Contribution towards addressing existing human, institutional and/or physical infrastructural gaps			
2.2 Support for market and trade facilitation of manufactured goods			
2.3 Level of engagement of the private sector in development and implementation			
<b>3. Strategic sector(s) prioritization</b>			
3.1 Identification and targeting of sectors that have strategic importance			
3.2 Potential contribution to job creation, poverty alleviation and empowerment of women			
<b>4. Building strong partnership</b>			
4.1 Potential for resource leveraging and operational synergy			
4.2 Strength of the partnership framework both at national and regional level			

<sup>1</sup> Programmes and projects that score above 75 points would have better chance of success and sustainability.



## ANNEX II. FACTORS OF IMPLEMENTATION MONITORING TEMPLATE FOR AGENCY XYZ

	Programme/ project objectives	Baseline	Resource inputs	Activities	Outputs
Programme/ project title	<ul style="list-style-type: none"> <li>Alignment of the objective with the strategic objectives of the joint roadmap</li> <li>Responsiveness to the needs and priorities of the country or the region</li> </ul>	<ul style="list-style-type: none"> <li>Defines the current situation with the best available data and information</li> <li>Establishes the reference point against which performance and progress will be measured</li> <li>Provides the basis for establishing the casual pathways from the base scenario to the desired outcome</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of allocated (both in kind and financial) resource inputs for the implementation of the project</li> <li>Percentage of both in kind and cash contribution by the national implementing partners</li> <li>Scale of leveraging additional resources from other development partners</li> </ul>	<ul style="list-style-type: none"> <li>Activities strictly defined within the scope and capabilities of the project or programme</li> <li>Clarity of yield as the link between the inputs and outputs of the project</li> <li>Exercise full oversight and tight control over delivery of the yield</li> </ul>	<ul style="list-style-type: none"> <li>Direct services stemming from project or programme activities</li> <li>Adequate consideration of the baseline situation</li> <li>Alignment of the outputs with the specific targets of the roadmap</li> <li>Provision of quantitative and time-bound outputs as the interim step to outcome</li> <li>Clarity of attribution and/or contribution to outcome and impacts</li> </ul>

**ANNEX III. RESULT FRAMEWORK FOR IMPACT MONITORING**

Strategic area of roadmap	Implementing agency	Programme objectives	Baseline	Targets	Outputs	Outcome	Impact
1. Political buy-in for IDDA III							
2. Enhanced policy capacity							
3. Technical and infrastructural capacity							

4. Continental cooperation							
5. Partnership and resource mobilization							
6. Awareness and visibility of IDDA III							



# GLOSSARY OF ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
AIDA	(Action Plan for the) Accelerated Industrial Development for Africa
AUC	African Union Commission
CAMI	Conference of African Ministers of Industry
COMESA	Common Market for Eastern and Southern Africa
DFI	Development Finance Institution
EAC	East African Community
ECCAS	Economic Community for Central African States
ECOWAS	Economic Community of West African States
IDDA	Industrial Development Decade for Africa
LDC	Least developed country
PPP	Public-private partnerships
REC	Regional Economic Community
SADC	Southern African Development Community
SDG	Sustainable Development Goal
UNIDO	United Nations Industrial Development Organization
UMA	Union du Maghreb arabe



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