



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

# SECTORAL TRANSFORMATION FOR INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

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## Methodological approaches

SUSTAINABLE  
DEVELOPMENT  
GOALS

# Sectoral transformation for inclusive and sustainable industrial development

METHODOLOGICAL APPROACHES



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Vienna, Austria  
2021



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## ACKNOWLEDGEMENTS

This publication has been produced by the United Nations Industrial Development Organization (UNIDO) under the overall guidance of Bernardo Calzadilla-Sarmiento, Managing Director of the Directorate of Digitalization, Technology and Agri-Business. The publication represents a collaborative effort, made possible by various inputs from project managers and experts within the Department of Digitalization, Technology and Innovation (DTI). We would like to thank Fabio Russo, Alejandro Rivera Rojas, Stefan Kratzsch, Rafik Feki, Marco Kamiya and Juan Pablo Díaz Castillo for their various inputs and rounds of technical reviews to refine and finalize the content of the publication. The publication has furthermore benefited from the valuable contributions and support from several members of the UNIDO core team: Farrukh Alimjanov, Nima Bahramalian, Denisse Navarro Rodríguez, Nuria Ackermann, Amelia Espinoza, Sibilla Sartori, Alberto Medina, Ritin Koria, Wilko von Kluechtzner, Rebeca Gallardo Gómez, Darren Gleeson, Dudzai Marufu, Dorina Nati and Anna Schrenk.

Final editing, design and layout of the publication were developed by Excelcis SARL.

## FOREWORD

Throughout its history, UNIDO has strongly focused on supporting its member states in areas related to value adding, competitiveness, productivity and quality covering various industrial sectors, spanning the breadth of the International Standard Industrial Classification of All Economic Activities (ISIC).

With the rapidly evolving landscape for inclusive and sustainable industrial development (ISID), hastened by the onset of the fourth industrial revolution (4IR) and accelerated digitalization as a result of the ongoing pandemic, the boosting of manufacturing value added remains a core expertise of the Organization. This is evidenced by the UNIDO Medium-Term Programme Framework 2022–2025, which affirms structural transformation as an area of expertise of the Organization, complementing its digital transformation and circular economy know-how.

This publication which I am pleased to introduce will draw on the UNIDO's long-running experience in supporting its member states to achieve sectoral transformation towards inclusive and sustainable industrial development (ISID). The publication will expound on the six enabling pillars, and will share insights from two case studies.

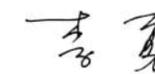
The six essential enablers are knowledge and skills; a conducive business environment; enhanced investment and industrial infrastructure; robust quality and standards; strong business linkages, clusters and value chains; and upscaled science, technology and innovation.

This publication will show that the UNIDO approach is driven towards enabling greater market access for private sector companies in developing countries, in particular small and medium-sized enterprises (SMEs). It will also show the practical approaches that member states can take to enhanced productivity, increased employment and to foster better regional and global trade integration at the micro, meso and macro levels.

Of course, the global environment for ISID is dynamic and UNIDO has had to readjust to increased demand for certain manufacturing services in recent years, such as the repurposing of manufacturing towards health-care products, personal protective equipment, and pharmaceuticals, as well as increased demands to assist Member States and firms in their transitions to 4IR. The Organization has also repurposed its resources to helping SMEs to enhance their industrial resilience and to recover from the disruption caused by the COVID-19 pandemic. The restoral, strengthening and optimization of value chains has also been a major activity during this period, when the need to enhance the global trust necessary to enable productivity and trade worldwide arose.

We anticipate that the upscaling of innovation ecosystems and digital manufacturing capacities will become more vital in the years to come given the acceleration of digitalization. Investment promotion will therefore gain importance as well. Towards this end, UNIDO will leverage on its Investment and Technology Promotion network to engage in areas, amongst others, relating to industrial infrastructure, the business environment, matchmaking and investment facilitation and technology upgrading.

As we look towards the future and, in particular, the urgent need to achieve the 2030 Agenda for Sustainable Development, UNIDO is enhancing its capacities to address the sectoral needs, priorities and capacities of its Member States. We relish the challenge and hope that this publication will pique your interest.



**Li Yong**  
UNIDO Director General

## EXECUTIVE SUMMARY

This publication provides an overview of the methodological toolkit of UNIDO in supporting structural transformation as a critical pathway towards developing countries' industrialization objectives. It is linked to and should be read in conjunction with the UNIDO Medium-Term Programme Framework 2022–2025, which underscores the importance of sector and value chain transformation in economic development and poverty eradication, for increased productivity and exports, and also for employment and income generation. The publication consequently introduces, in chapter 2, six main interwoven drivers that a developing host economy should gauge to ensure that the desired industrial structural transformation is indeed taking place and remains inclusive and sustainable.

An external impetus is necessary for these drivers to become dynamic and to unleash a virtuous circle of structural industrial transformation. This is where UNIDO sectoral expertise in delivering technical cooperation comes into play. In its chapter 3, the publication explains these six areas of expertise in greater detail and along a spectrum of industrial upgrading and enterprise modernization, SME clustering approaches, quality and standards, innovation and skills promotion, technology and investment promotion, and also business environment and market access. Cognizant that industrial structural transformation requires support and capacities of a wide variety of actors and individuals at various levels, each of the technical cooperation areas delves into the intertwined three dimensions of policy (macro level), institutions (meso level) and firms (micro level). In doing so, it also follows the logic of the UNIDO Integrated Results and Performance framework (IRPF), as the principal monitoring and reporting instrument under the Medium-Term Programme Framework 2022–2025.

The relative impact of these six technical cooperation areas on the six drivers differs, depending on the thematic scope and respective intervention logic. It is for that reason that UNIDO advocates for combining several of such technical cooperation areas towards a larger, holistic development impact in addressing sets of drivers of sectoral transformation at the same time and through a single programmatic intervention. The two flagship cases on “Upgrading local production capacities of essential medicines” – highly relevant in this present time of the pandemic – and “Inclusive and Sustainable Industrial Development of the Colombian Automotive Supply Chain” serve to underpin this logic and provide normative guidance on how UNIDO could design its future programmes to augment impact on developing countries' most pressing problems of absent or slow structural transformation.

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## ABBREVIATIONS

<b>4IR</b>	Fourth Industrial Revolution
<b>ADP</b>	Advanced Digital Production (technologies)
<b>AfriPANet</b>	African Investment Promotion Agencies Network
<b>AI</b>	Artificial Intelligence
<b>AMDIE</b>	<i>Agence Marocaine de Développement des Investissements</i> (Moroccan Investment Promotion Agency)
<b>ATA</b>	Agricultural Transformation Agency
<b>AVMI</b>	African Vaccine Manufacturers Initiative
<b>B2B</b>	Business to Business
<b>BAT</b>	Best Available Techniques
<b>BIO</b>	Business Intermediary Organization
<b>BRR</b>	Business Registration Reform
<b>CAREC</b>	Central Asia Regional Economic Cooperation
<b>CDA</b>	Cluster Development Agent
<b>CIP</b>	Competitive Industrial Performance
<b>CIRP</b>	COVID-19 Industrial Recovery Programme
<b>CMMI</b>	Capability Maturity Model Integration
<b>COMFAR</b>	Computer Model for Feasibility Analysis and Reporting
<b>CPPRI</b>	Central Paper and Pulp Research Institute
<b>CSR</b>	Corporate Social Responsibility
<b>DIPP</b>	Department of Industrial Policy and Promotion
<b>DTI</b>	Department of Digitalization, Technology and Innovation
<b>EAEU</b>	Eurasian Economic Union
<b>ECOWAS</b>	Economic Community of West African States
<b>EDIP</b>	Enterprise Development and Investment Promotion Programme
<b>EIC</b>	Ethiopia Investment Commission
<b>EMIP</b>	Enterprise Modernization and Innovation Programme
<b>EPMP</b>	ECOWAS Pharmaceutical Manufacturing Programme
<b>EPZ</b>	Export Processing Zone
<b>EQulP</b>	Enhancing the Quality of Industrial Policy
<b>FAPMA</b>	Federation of African Pharmaceutical Manufacturers Associations
<b>FDI</b>	Foreign Direct Investment
<b>FECOPROD</b>	Federation of Production Cooperative
<b>GMP</b>	Good Manufacturing Practices
<b>GVC</b>	Global Value Chain
<b>HP</b>	Hewlett Packard
<b>IAF</b>	International Accreditation Forum
<b>IARPMA</b>	Indian Agro and Recycled Paper Mills Association
<b>IC-ISID</b>	International Centre for Inclusive and Sustainable Industrial Development
<b>ICONTEC</b>	Colombian Institute of Technical Standards and Certification
<b>ICT</b>	Information and Communication Technology
<b>IDDA III</b>	Third Industrial Development Decade for Africa
<b>ILAC</b>	International Laboratory Accreditation Cooperation
<b>ILO</b>	International Labour Organization
<b>INM</b>	National Metrology Institute of Colombia
<b>INMA</b>	Indian Newsprint Manufacturer's Association
<b>INVIMA</b>	National Institute of Food and Drug Monitoring
<b>IP</b>	Industrial Park

<b>IPA</b>	Investment Promotion Agency
<b>IPMA</b>	Indian Paper Manufacturers Association
<b>IPS</b>	Investment Promotion Service
<b>IRPMA</b>	Indian Recycled Paper Mills Association
<b>ISID</b>	Inclusive and Sustainable Industrial Development
<b>ITPO</b>	Investment and Technology Office
<b>KOICA</b>	Korea International Cooperation Agency
<b>KPI</b>	Key Performance Indicator
<b>LIFE</b>	Learning Initiatives for Entrepreneurs
<b>LPP</b>	Local Pharmaceutical Production
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MSME</b>	Micro, Small and Medium-sized Enterprise
<b>MTPF</b>	Medium-Term Programme Framework
<b>NBRS</b>	National Business Registry System
<b>NCCBM</b>	National Council for Cement and Building Materials
<b>NCDC</b>	Nigeria Centre for Disease Control
<b>OEM</b>	Original Equipment Manufacturer
<b>ONAC</b>	<i>Organismo Nacional de Acreditación de Colombia</i> (National Accreditation Board of Colombia)
<b>PAMPAT</b>	<i>Projet d'accès aux marchés des produits agroalimentaires et de terroir</i> (Programme for Market Access of Traditional Agrifood Products)
<b>PCP</b>	Programme for Country Partnership
<b>PGI</b>	Protected Geographical Indications
<b>PMPA</b>	Pharmaceutical Manufacturing Plan for Africa
<b>PPE</b>	Personal Protective Equipment
<b>ProColombia</b>	Colombian National Export Promotion Agency
<b>PTP</b>	Productive Transformation Programme
<b>QCD</b>	Quality, Cost, Delivery
<b>QI</b>	Quality Infrastructure
<b>QI4SD</b>	Quality Infrastructure for Sustainable Development Index
<b>QI4TF</b>	Quality Infrastructure for Trade Facilitation Toolkit
<b>QI4VC</b>	Quality Along the Value Chain
<b>QP</b>	Quality Policy
<b>R&amp;D</b>	Research and Development
<b>SADC</b>	Southern African Development Community
<b>SAGMA</b>	Southern Africa Generic Medicines Association
<b>SDG</b>	Sustainable Development Goal
<b>SE/CZPE</b>	Secretariat of the National Council for Export Processing Zones
<b>SEZ</b>	Special Economic Zone
<b>SME</b>	Small and Medium-sized Enterprise
<b>SPX</b>	Subcontracting and Partnership Exchange Programme
<b>STEM</b>	Science, Technology, Engineering, and Mathematics
<b>STP</b>	Science and Technology Park
<b>TAP</b>	Technical Assistance Programme
<b>TFA</b>	Trade Facilitation Agreement
<b>UIP</b>	<i>Unión Industrial Paraguaya</i> (Paraguayan Industrial Union)
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WAHO</b>	West African Health Organization
<b>WHO</b>	World Health Organization

# 1

## Introduction

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Aiming to accelerate the economic growth of UNIDO Member States, this publication describes the requisite conditions for countries to achieve sectoral transformation for inclusive and sustainable industrial development (ISID).

预览已结束，完整报告链接和二维码如下：

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