



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for  
Country Partnership

# PROGRAMME FOR COUNTRY PARTNERSHIP

ACCELERATING INCLUSIVE AND SUSTAINABLE  
INDUSTRIAL DEVELOPMENT



SUSTAINABLE  
DEVELOPMENT  
GOALS



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



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## FOREWORD BY THE DIRECTOR GENERAL



The universal, comprehensive and transformative goals that the global community set in the 2030 Agenda for Sustainable Development cannot be attained in isolation, or by a single organization or country alone. Achieving the 2030 Agenda requires the pooling of resources and expertise from various actors. With this recognition, the United Nations Industrial Development Organization (UNIDO) developed a programmatic service to support countries in advancing inclusive and sustainable industrial development: the Programme for Country Partnership (PCP).

The PCP is a multi-stakeholder partnership at the country-level, which links efforts of the respective government, United Nations agencies, the business sector, global environmental financing mechanisms and financial institutions. Each PCP is tailored to the specific country needs, and mobilizes different partners and resources to maximize development impact. By focusing on sectors with high growth potential, the PCP helps countries achieve their industrialization goals, while being aligned with the national development agenda.

Through the PCP, UNIDO provides advisory services to the government on industry-related issues, designs a programme composed of complementary interventions to accelerate inclusive and sustainable industrial development in the country, and delivers multidisciplinary technical assistance. UNIDO also facilitates the convening of partners and the overall coordination of the programme.

UNIDO's PCP provides an innovative model for advancing not only Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation", but also other SDGs. As the PCP builds synergies with partner interventions, it contributes, for example, also to the achievement of SDG 17, which calls on the global community to revitalize the global partnership for sustainable development. Partnerships with financial institutions and the business sector allow UNIDO to augment the impact of its operations by leveraging the funding and investments needed for large-scale industrial projects.

The PCP was first introduced in 2014. The piloting phase comprised Cambodia, Ethiopia, Kyrgyzstan, Morocco, Peru, and Senegal, thus covering each geographical region of the globe. In 2019, UNIDO initiated the formulation of new PCPs for Côte d'Ivoire, Egypt, Rwanda, and Zambia.

This brochure provides an introduction to UNIDO's PCP portfolio. Part I introduces the PCP and its key features. Part II presents a snapshot of the ongoing portfolio, highlighting the priorities of each PCP country.

Going forward, UNIDO will gradually expand the PCP to additional countries and will continue working with partners to achieve an inclusive and sustainable future for all. I am convinced that only by working together through partnerships can we attain the SDGs.

A handwritten signature in black ink, appearing to be 'Li Yong'.

**LI Yong**  
Director General





## ABOUT UNIDO

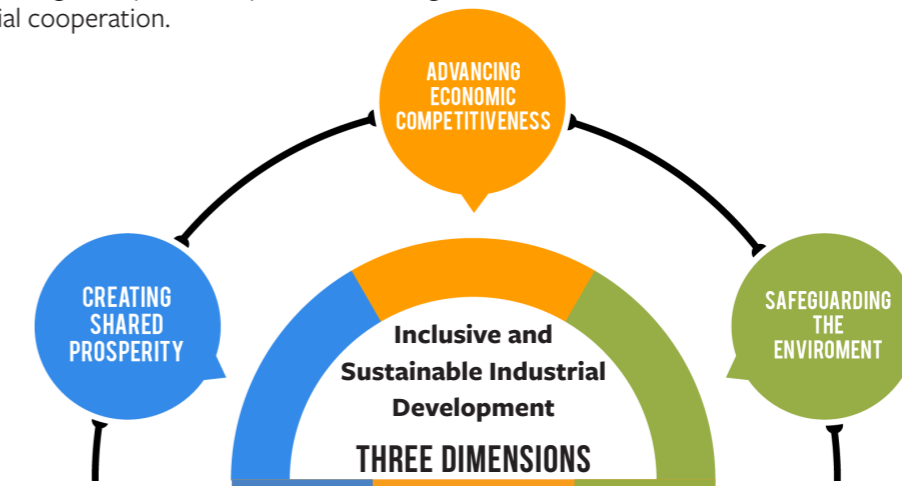
The mission of the United Nations Industrial Development Organization (UNIDO), as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States.

ISID addresses all three dimensions of sustainable development: social equity, economic growth, and environmental protection. UNIDO meets the industrial development needs of its Member States through a variety of programmes, projects and services that promote social inclusion, economic competitiveness and environmental sustainability, as well as cross-cutting activities in the fields of industrial statistics, research and policy, and the promotion of knowledge networks and institutional partnerships.

UNIDO delivers its mandate through four interlinked core functions: (i) technical cooperation; (ii) analytical and research functions, and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation.

**Inclusive and sustainable industrial development is guided by four overarching principles.**

- 1** No one is left behind in benefiting from industrial growth, and prosperity is shared among all parts of society in all countries as industry creates the wealth needed to address critical social and humanitarian needs.
- 2** Every country is able to achieve a higher level of industrialization in their economies, and benefits from the globalization of markets for industrial goods and services.
- 3** Broader economic and social progress is supported within an environmentally sustainable framework.
- 4** The unique knowledge and resources of all relevant development actors are combined to maximize the development impact of ISID.



## ISID AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

UNIDO's mission is echoed in the 2030 Agenda for Sustainable Development, which recognizes inclusive and sustainable industrialization as a major driver of sustainable development, particularly through Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".

**SDG 9: 'Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation' is especially relevant to UNIDO's work.**

In addition to Goal 9, UNIDO's mandate aligns with many other SDGs, including those related to poverty eradication (SDG 1), gender equality (SDG 5), access to clean and affordable energy (SDG 7), and job creation (SDG 8), among others.

Through the 2030 Agenda, the international community also highlighted the necessity of working in partnerships to mobilize the knowledge, expertise, technology, and financial resources to fulfil the SDGs. Goal 17 is dedicated to that exact purpose, calling on the international community to "Strengthen the means of implementation and revitalize the global partnership for sustainable development".

**Partnerships are not only key to successfully tackling the global development challenges that lie ahead, but also essential to UNIDO's mandate of promoting and accelerating ISID. Achieving ISID requires a broader range of resources than any individual entity can provide.**



## WHAT IS THE PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)?

The PCP is UNIDO's newest programme to support countries in accelerating inclusive and sustainable industrial development. It is founded on a multi-stakeholder partnership to ensure synergies between different interventions and maximize impact.

Each programme is tailored to country needs, aligned with the national development agenda and owned by the host government. The PCP focuses on priority industrial sectors and areas essential to the national development agenda. PCP interventions aim to unlock public and private investment for the realization of large-scale industrial projects.

**The overall objective of the PCP is to accelerate ISID in UNIDO Member States by facilitating the mobilization of partners, expertise and resources.**

## UNIDO'S ROLE IN THE PCP

**The PCP combines UNIDO's advisory and normative services, technical assistance and convening function to deliver an integrated service package to Member States.**

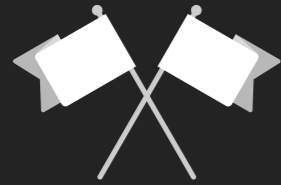
### TO SUPPORT MEMBER STATES, UNIDO:

- Facilitates the convening of partners and the overall coordination of the PCP.
- Designs and develops a holistic programme aimed at upscaling development results and building synergies with partner interventions in the country.
- Provides normative, policy and advisory services to the government on industry-related issues.
- Delivers integrated and multidisciplinary technical assistance.
- Supports the government in mobilizing large-scale industrial investments from public and private partners.

# KEY FEATURES

Programme for Country Partnership

Each programme is tailored to specific country needs and aligned with the national development strategy, while maintaining several key features.



## NATIONAL OWNERSHIP

The PCP is characterized by strong government ownership at the highest political level. This entails guidance and leadership of the programme, the setting up of an inter-ministerial national coordination body, and a leading role in partner and resource mobilization.



## MULTI-STAKEHOLDER PARTNERSHIP

The PCP is founded on a multi-stakeholder partnership from programme design to implementation. It links the efforts of the respective national government, United Nations entities, development partners, financial institutions, the business sector, academia and civil society.



## PRIORITY INDUSTRIAL SECTORS AND AREAS

The PCP focuses on a select number of priority sectors and areas essential to the national industrial development agenda. These are typically selected based on their potential for job creation, availability of raw materials, export potential and ability to attract investment. A country diagnostic is conducted by UNIDO as part of the initial development of the programme to help identify targeted industrial sectors/areas.



## FACILITATION OF PUBLIC AND PRIVATE INVESTMENT

The PCP facilitates the mobilization and coordination of three streams of financial resources – development assistance, public finance and business sector investment – under the leadership of the host government. Interventions aim to unlock funding towards large-scale industrial projects and prioritized industrial sectors.

# PCP PORTFOLIO

October 2019

The PCP was first introduced in 2014. The piloting phase of the programme comprised Cambodia, Ethiopia, Kyrgyzstan, Morocco, Peru and Senegal, thus covering each geographical region of the globe. In 2019, UNIDO initiated the formulation of new PCPs for Côte d'Ivoire, Egypt, Rwanda and Zambia. Going forward, the programme will gradually expand to additional countries.

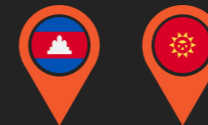
THE PCP PORTFOLIO CONSISTS OF TEN COUNTRIES ACROSS DIFFERENT REGIONS OF THE GLOBE. EACH PCP IS AT A DIFFERENT STAGE OF DEVELOPMENT.

## IMPLEMENTATION



ETHIOPIA SENEGAL PERU MOROCCO

## PROGRAMMING



CAMBODIA KYRGYZSTAN

## EARLY PROGRAMMING



CÔTE D'IVOIRE EGYPT RWANDA ZAMBIA



## ETHIOPIA



### STATUS

Implementation started in 2015

### POLICY FRAMEWORK

PCP Ethiopia is rooted in the country's national development strategy for the period 2015 to 2020, the Growth and Transformation Plan II (GTP II). The GTP II aims to bring about the structural transformation of the Ethiopian economy from one based on agriculture to one driven primarily by industries. The overall objective of the GTP II is for Ethiopia to become a middle-income country by 2025.

### MAIN DEVELOPMENT PARTNERS

### FLAGSHIP INITIATIVES

The development of four integrated agro-industrial parks in Amhara, Oromia, the Southern Nations, Nationalities and People's (SNNP) and Tigray Regional States

The establishment of the Modjo Leather City - an environmentally-friendly tanning industrial park focused on leather

Cluster development initiatives in the agro-food, textile

## INTEGRATED AGRO-INDUSTRIAL PARKS: DRIVERS OF RURAL INDUSTRIALIZATION AND JOB CREATION

Four pilot integrated agro-industrial parks (IAIPs) are being established in selected regions of Ethiopia, as one of the priority initiatives of the Government. IAIPs will offer modern infrastructure and support services to companies, provide opportunities for skills development, and help attract domestic and foreign investment. Rural transformation centres (RTCs) are being set up around each park to ensure flows of quality raw materials into the parks and provide support services to farmers, including training on modern agricultural practices. The RTCs will help increase the capacity and quality of production, as well as market linkages.

PCP Ethiopia was instrumental in the development of the master plans, feasibility studies, engineering designs, and environmental and social impact assessment studies for the establishment of the four pilot parks, a process spanning several years. The construction of the four IAIPs and accompanying RTCs is expected to be completed in 2019-2020.

## PCP ETHIOPIA - FOCUS

## IMPLEMENTATION PHASE

The Government of Ethiopia has earmarked over US\$ 500 million for the development of IAIP infrastructure. In addition, over US\$ 600 million in parallel funding has been earmarked from partners towards IAIP-related initiatives. The IAIPs are also gearing up for investment from the business sector with more than 150 companies registered with the respective Regional Industrial Park Development Corporations. A number of companies have already started building factories and operating in two IAIPs. Since the project's inception, the IAIPs have created approximately 21,000 jobs of which 27% are for women.

The development of IAIPs is aligned with several major ongoing agro-related programmes in the country, namely the Ethiopia Agricultural Growth Program, the Agricultural Commercialization Clusters Initiative and the National Livestock Master Plan. In addition, the Food and Agriculture Organization, the European Union and UNIDO have developed a comprehensive US\$ 515 million investment plan to support the Government in mobilizing resources to upgrade the agricultural and livestock production and supply systems in the agro-industrial corridors where the four IAIPs are being established. Based on this assessment, the PCP's Resource Mobilization and Partnership Management Taskforce, led by Ethiopia's Ministry of Finance and Economic Cooperation, will coordinate fundraising efforts.



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