



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

*Joint Consultation Paper*

UNIDO Contribution to:

*Consultation on the proposed Commission Communication  
"Towards a new European Neighbourhood Policy"*

## INTRODUCTION

The economic and industrial dimensions of the neighbourhood are essential. All neighbour countries have placed the development of their private sector and industries at the fore front of their job creation strategies. At the same time, energy and environment are serious concerns. The EU, through its attractive market and its knowledge and advanced technologies has a great potential for developing an area of co-prosperity with its neighbours. The development of an increasingly integrated area through industrial cooperation, trade and business linkages can support civil society actors in non-conflictual and mutually beneficial domains of cooperation and exchange. EU development policy can offer a solid basis for undertaking such effort toward cooperation at the level of the real economy.

One of the main pillars of the **Agenda for Change** is inclusive and sustainable growth for human development. In fact the private sector lies at the heart of our economic system and therefore forms the basis for future growth and prosperity. A key objective is to find the way to leverage private sector and industry for development purposes, particularly through the provision of decent job opportunities for all and through the transition towards sustainable consumption and production (Green Industry).

In order to lift people out of poverty, a **structural change** of the economy is necessary. The core concept to achieve this is value addition. If more value is added to products and services in developing countries, there will be a chance for those at the bottom of the pyramid to be absorbed into a formal economy with decent jobs and higher incomes. The absorption capacity and growth potential mainly lies with the private sector and more specifically in the secondary sector (Industry). The main advantage of the manufacturing sector is that it has a direct impact on other sectors. Strong upstream linkages can be created with the primary sector (e.g. through providing fertilizers, machinery, etc.) and downstream linkages to the tertiary sector (e.g. marketing, packaging, consulting, insurance, transportation, tourism, etc.). The correlation between manufacturing value added, economic growth and development is well proven and hardly any country historically could develop without industrialization. Industry and SMEs also play a key role for global competitiveness, wealth and job creation.

The two basic strategies to add value are **sophistication and diversification**. Recent research suggests that advanced economies have more diverse industrial sectors, and economies that export more sophisticated products—in terms of technology, organization, quality, design and logistics— and grow faster. The export structure of most LDCs is largely constituted by non-processed commodities and raw materials, so with little value addition. In addition, their exports are usually concentrated in a small range of products. To move out of poverty and effectively start a virtuous cycle of wealth creation these countries would need to embark on a journey of product sophistication and diversification. It should be mentioned at this point that sophistication is not a process with a certain end. Instead, in a constantly shifting economic and competitive environment, producing more sophisticated products (and related services) requires constant innovation and improvement in quality.

At the same time, it will be crucial to integrate all three dimensions of sustainable development — economic, social and environmental — in a balanced way and to take effective measures towards **inclusive and sustainable industrial development**. This encompasses activities such as enhancing productive capacities in a way that supports the structural transformation of the economy; encourages economic growth and the creation of decent jobs; enhances productivity and development, transfer and absorption of technology on mutually agreed terms, infrastructure and technological innovation; advances trade and development, particularly in the small and medium-sized enterprise sector, micro-industries and other new forms of sustainable use, management and protection of natural resources and the ecosystem services they provide; and supports related research and development.

## II. Lessons Learned and Questions on the Future Direction of ENP

*Should the ENP be maintained? Should a single framework continue to cover both East and South?*

The ENP has certainly been a framework that has allowed for progress in various areas. While a single framework bears advantages in terms of harmonization, and sharing best practices, the South and the East are very different in terms of history, culture, language, economic structures, etc. as well as in terms of their link with the EU.

*Should the current geographical scope be maintained? Should the ENP allow for more flexible ways of working with the neighbours of the neighbours? How can the EU, through the ENP framework, support its neighbours in their interactions with their own neighbours? What could be done better to ensure greater coherence between the ENP and the EU's relations with Russia, with partners in Central Asia, or in Africa, especially in the Sahel and in the Horn of Africa, and with the Gulf countries?*

The European Union has a strong soft power capacity linked to its attractive market. Working on standards and norms, quality production, private sector development, environment and energy offer many opportunities to foster cooperation with neighbours and their neighbours and align cooperation with other geographical areas. The convening power and neutrality of the UN and specialized agencies like UNIDO can be used to advance discussions and implementation on those issues (ex. SwitchMed, Eastern Partnership Green...).

*How could a more comprehensive approach with more active involvement by Member States give the policy greater weight? Would stronger co-ownership of the policy be preferred by partners?*

For some issues greater involvement of Member States would be very meaningful, for example in developing similar/compatible legislation; while for others it could be counterproductive because member states might be perceived as having particular interests only representing part of the overall policies governed by the EC. In these cases, the contribution made by non-Member States could be very useful providing a more neutral perspective, for example in areas such as trade and quality standards; technology transfer and enterprise upgrading programmes, etc. Added value can also be provided by non-Member states through a regional approach; UN agencies through their membership in the region and their neutrality, across the region and can share best practices, support

harmonization of policies and encourage exchange both within the region as well as beyond.

*Can partnerships be focussed more explicitly on joint interests, in order to increase ownership on both sides? How should the ENP accommodate the differentiation that this would entail? Are new elements needed to support deeper cooperation in these or other fields?*

Partnerships should be based on joint or reciprocal interests. Cooperation in some technical areas such industrial cooperation, energy and environment, the development of SMEs can offer non-political areas that can could foster cooperation at the level of civil society.

*What further work is necessary in this area, which is regarded as key by all ENP partners? How can the ENP further support the management of migration and help to draw the benefits of mobility?*

When it comes to migration it will be important that the EU acts in accordance with international law and in line with international human rights. The EU should also look at this issue in a comprehensive manner and also try to tackle the root causes of migration as envisaged in EU Council Conclusions of 25-26 June. e.g. the current situation of civil conflict/war in the Middle East has displaced over 10 million people and has repercussions beyond the immediate border countries but especially for Jordan, Lebanon, Turkey and Egypt. Supporting and improving livelihood opportunities through rehabilitation of essential industrial sectors and through youth education, vocational training and through employment and income generation will be critical. Support to SMEs and future entrepreneurs, access to finance, and improved business environment as well as compliance with EU standards can play a key role.

*How can the EU do more to support sustainable economic and social development in the ENP partner countries? How can we empower economically, politically and socially the younger generation? How to better promote sustainable employment? And how can these objectives be better linked to indispensable reforms in the fields of anti-corruption, judicial reform, governance and security, which are prerequisites for foreign direct investment?*

One of the main pillars of the Agenda for Change is inclusive and sustainable growth for human development. In fact the private sector lies at the heart of our economic system and therefore forms the basis for future growth and prosperity. In order to effectively bring the private sector on the stage for the EU development cooperation, a clear vision is needed. A key objective is to find the way to leverage private sector for development purposes, particularly through the provision of decent job opportunities for all and through the transition towards sustainable consumption and production, resource efficiency and cleaner production (Green Industry).

In order to lift people out of poverty, a structural change of the economy is necessary. The core concept to achieve this is value addition. If more value is added to products and services in developing countries, there will be a chance for those at the bottom of the pyramid to be absorbed into a formal economy with decent jobs and higher incomes. The absorption capacity and growth potential mainly lies with the private sector and more specifically in the secondary sector (Industry). The main advantage of the manufacturing sector is that it has a direct impact on other sectors. Strong upstream linkages can be

created with the primary sector (e.g. through providing fertilizers, machinery, etc.) and downstream linkages to the tertiary sector (e.g. marketing, packaging, consulting, insurance, transportation, tourism, etc.). The correlation between manufacturing value added, economic growth and development is well proven and hardly any country historically could develop without industrialization. Industry and SMEs also play a key role for global competitiveness, wealth and job creation.

The two basic strategies to add value are sophistication and diversification. Recent research suggests that advanced economies have more diverse industrial sectors, and economies that export more sophisticated products—in terms of technology, organization, quality, design and logistics— and grow faster. The export structure of most LDCs is largely constituted by non-processed commodities and raw materials, so with little value addition. In addition, their exports are usually concentrated in a small range of products. To move out of poverty and effectively start a virtuous cycle of wealth creation these countries would need to embark on a journey of product sophistication and diversification. It should be mentioned at this point that sophistication is not a process with a certain end. Instead, in a constantly shifting economic and competitive environment, producing more sophisticated products (and related services) requires constant innovation and improvement in quality.

At the same time, it will be crucial to integrate all three dimensions of sustainable development — economic, social and environmental — in a balanced way and to take effective measures towards inclusive and sustainable industrialization (potentially SDG 9). This encompasses activities such as enhancing productive capacities in a way that supports the structural transformation of the economy; encourages economic growth and the creation of decent jobs; enhances productivity and development, transfer and absorption of technology on mutually agreed terms, infrastructure and technological innovation; advances trade and development, particularly in the small and medium-sized enterprise sector, micro-industries and other new forms of sustainable use, management and protection of natural resources and the ecosystem services they provide; and supports related research and development.

*How should the ENP address **conflicts and crises in the neighbourhood**? Should CFSP and CSDP activities be better integrated in the ENP framework? Should it have a greater role in developing confidence-building measures and post-conflict actions as well as related state- and institution-building activities?*

In line with the EU's "Consensus on humanitarian Aid", there should be a clear distinction between developmental and humanitarian on one side and military and defence activities on the other side. Especially the humanitarian space needs to be guaranteed and not intertwined with military operations.

Greater efforts in confidence-building measures and post-conflict actions as well as related state- and institution-building activities are appreciated. In post-crisis situations recovery efforts are largely determined by the degree of success in making the transition from the initial stage of emergency aid to rehabilitation and reconstruction and ultimately to development. While peace building based on reconciliation and the restoration of law and order are crucial factors, improving living standards and economic opportunities can build long term stability. One critical element is therefore to secure, restore and develop productive capacities through mitigating risks, threats and vulnerabilities in livelihoods and productive activities.

Efforts aimed at facilitating the livelihood recovery process set the stage for development, and as such they render indispensable support to other reconstruction endeavours. In the aftermath of a crisis, the immediate purpose of assistance is to reduce dependence on emergency aid by helping affected communities regain their capability to meet basic needs through productive activities. The guiding principle has to be “build back better,” which requires harnessing local assets and enhancing them in value chains, developing marketable skills, providing adequate farming and processing equipment, and empowering communities by engaging them in decision making.

*Is the multilateral dimension able to deliver further added value? Are these formats fit for purpose? How can their effectiveness be strengthened? Can we more effectively use other, more flexible frameworks? Can we better cooperate with other regional actors (Council of Europe, OSCE, League of Arab States, Organisation of the Islamic Conference, African Union)?*

*“The Union's action on the international scene shall be guided by the principles which have inspired its own creation, development and enlargement, and which it seeks to advance in the wider world: democracy, the rule of law, the universality and indivisibility of human rights and fundamental freedoms, respect for human dignity, the principles of equality and solidarity, and respect for the principles of the United Nations Charter and international law.*

*The Union shall seek to develop relations and build partnerships with third countries, and international, regional or global organisations which share the principles referred to in the first subparagraph. It shall promote multilateral solutions to common problems, in particular in the framework of the United Nations.” Art 10a of Lisbon Treaty*

The EU has committed to multilateralism as a central strand of its external action and to a strong partnership with the UN (“The European Union and the United Nations: the choice of multilateralism” [2003] and “Building an effective partnership with the United Nations in the fields of Development and Humanitarian Affairs” [2001]) and should continue to pursue this road.

The United Nations and its specialised agencies can play a critical role in delivering added value and results on the ground through its neutrality, operational capacity, global forum function, good dialogue with the local governments and specialized expertise. Especially at regional level the harmonization of interests can be a complex and difficult exercise. In comparison to other players, the UN has a strong local anchorage and legitimacy and is accountable for the results delivered. Impact can be further through effective partnerships e.g. with DFIs, civil society, businesses and other relevant stakeholders. Collaboration with regional actors can be further strengthened.

Collaboration with both UfM and the Eastern Partnership has been instrumental in leveraging cooperation with other development partners active with common areas of interest in the Neighbourhood region. Both the SwitchMed programme (ENPI/2013/331-231) in the Southern Mediterranean and the “Greening Economies in the Eastern Neighbourhood (EaP GREEN)” (ENPI/2012/023-703) benefit from the platform and regional cooperation provided by working with the UfM, EaP as well as the variety of implementing partners present. The combined expertise and expanded network enables links to be created between environmental policies and other EU and regional policies. It also facilitates a strategic, integrated approach to the development of industrial and

environmental policies. These types of programmes serve as a valuable platform for exchange of information and experiences through regional exchanges with other EU projects in the region in areas of environment and climate change.

For example, cooperation with the UfM through SwitchMed led to the development of the “Mediterranean RESCP Post Rio+20: Supporting the adoption of Sustainable Consumption and Production (SCP) and Resource Efficiency (RE) models in the Mediterranean region” project. This is a collaboration between the European Bank for Reconstruction and Development (EBRD), the Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) of the United Nations Environment Programme, Mediterranean Action Plan (UNEP-MAP) and UNIDO. It aims at supporting access to financing for companies adopting SCP/RE models in Morocco, Tunisia, Egypt, Jordan and scaling up SCP/RE through enabling and demo activities in Turkey and the Western Balkans.

*How should the ENP further develop engagement with civil society in its widest sense?*

*Can more be done to network different parts of the partner populations?*

*What more can be done to promote links between business communities? With and between Social Partners (trade unions and employers’ organisations) and to promote social dialogue? What can be done to promote links between scientific communities, universities, local authorities, women, youth, the media?*

Promoting links between business communities can be a powerful tool for positive change. The private sector in partner countries, both local as foreign, operates in a business environment which varies in its degree of favourableness. Technical assistance and knowledge transfer to business intermediary organisations, technical support institutions as well as policy makers should be part of EU interventions. An important part of the business environment is the investment climate. Attracting and retaining substantial private domestic and foreign investment and improving infrastructure will be crucial to developing countries’ success. The private sector in its role as investor however needs a stable and predictable policy environment to operate and to be motivated to invest. So the private sector must become a partner in providing governments and regulators with necessary feedback on which measures could be taken in order to facilitate and incentivize their activities.

The EU could also model some of its interaction with the civil society and business community along the lines of its EU-Africa partnership with business forums, youth forums and other civil society platforms linked to political summits.

*How can the ENP do more to foster religious dialogue and respect for cultural diversity, and counter prejudice? Should increasing understanding of each other’s cultures be a more specific goal of the ENP and how should this be pursued? How can the ENP help tackle discrimination against vulnerable groups?*

Cultural diversity, religious freedoms and vulnerable groups should be protected in line with international norms and UN conventions.

### **III. Towards a Partnership with a Clearer Focus and More Tailored Cooperation**

#### **1. The Challenges of Differentiation**

*How should the EU take forward the tasking of the 2013 Eastern Partnership Summit in Vilnius of the long-term goal of a wider common area of economic prosperity based on WTO rules and sovereign choices throughout Europe and beyond?*

Partner countries should be supported in their aspirations of joining to WTO or a wider economic zone of prosperity based on their sovereign choice. Addressing SPS and TBT issues through trade capacity building and trade facilitation can be an important contribution to both compliance with international norms and standards as well as the Aid for Trade and prosperity creation agenda.

## **2. Focus**

*Do you agree with the proposed areas of focus? If not, what alternative or additional priorities would you propose?*

Overall the priorities area quite well defined and seem to address the key challenges in the European Neighbourhood. UNIDO's mandate to promote inclusive and sustainable industrial development is fully in line with key areas of interest of both the EU and the Neighbours. Priorities such as energy supply, environmental protection, and job creation are at the heart of UNIDO's projects and cross cutting across various country priorities.

Within the area of **economic development and trade**, one could also provide a stronger focus on inclusive and sustainable industrial development. Industrial development and value addition is a string motor for wealth and job creation and has the potential to deliver on various fronts including the environment. For the South Mediterranean the Euro-MED industrial cooperation provides a meaningful consultation mechanism to define joint objectives and work on joint priorities. A similar mechanism on industrial cooperation could also be set up with the Eastern Partnership.

Within the area of **connectivity**, industrial energy efficiency provides a High Impact Opportunity. UNIDO Industrial development report 2013 demonstrates that energy efficiency investments are very viable across geographic contexts and industrial sectors with rates Return on Investment in is within a couple of years. This is especially important for outdated energy systems and energy use in inefficient industrial sectors. In line with SE4ALL goals, also increasing the role of renewable energy in the local energy matrices might be considered as an important element.

When addressing **security threats**, the EU's perspective should be comprehensive and specifically examine and tackle the root causes. The current situation of civil conflict and war in the Middle East has displaced over 10 million people and has repercussions beyond the immediate bordering countries but especially for Jordan, Lebanon, Turkey and Egypt. Supporting and improving livelihood opportunities through rehabilitation of essential industrial sectors and especially for youth through education, vocational training and support to find employment or generate income in a self-employment and entrepreneurship can be critical. Support to SMEs and future entrepreneurs, access to finance, and improved business environment as well as compliance with EU standards can play a key role.

*Which priorities do partners see in terms of their relations with the EU? Which sector or policy areas would they like to develop further? Which areas are less interesting for partners?*

Productive Work for Youth, especially for young women, has been articulated as a key priority for South Mediterranean (see [Tunis declaration 2012](#)) with support from the EU.

The environment and climate change have been emphasised as important dimension of the cooperation for the Eastern Partnership in the Riga Summit 21-22 May and is expected to be further articulated at the next Informal Partnership Dialogue in Minsk in June 2015.

Bilateral discussions with governments indicate that cooperation for advancing the real economy, industrial development and job creation as well as improving the competitiveness of the local private sector (especially SMEs) and addressing inefficiencies in the economy (also in relation to resource use) have been articulated as important elements.

*Does the ENP currently have the right tools to address the priorities on which you consider it should focus? How could sectoral dialogues contribute?*

Access to finance continues to be one of the barriers identified by the private sector, including industry and entrepreneurs, for greening of their activities. Demonstration projects, which support the access and awareness of financing mechanism to SMEs, young and green entrepreneurs, can help build the capacity in country to support the development of a green economy.

Sectoral dialogues can be an important tool to drive forward progress in a specific area on the ground.

*If not, what new tools could be helpful to deepen cooperation in these sectors?*

For the South Mediterranean the Euro-MED industrial cooperation provides a meaningful consultation mechanism to define joint objectives and work on joint priorities. A similar mechanism on industrial cooperation could also be set up with the Eastern Partnership.

Through the SwitchMed and EaP Green UNIDO works directly with the private sector, primarily with the manufacturing sector. The projects provide concrete measurable results in small and medium enterprises (SMEs) in terms of resource efficiency, cleaner production and environmental management. They provide relevant case studies, from the region, that demonstrate that sustainable production practices can lead to both economic growth, through increased productivity, as well as environmental benefits, such as reduced pollution and resource efficiency. Both the EU and the Neighborhood countries can benefit from a greener industry, technology transfer and support access to new markets provided through these type of initiatives.

*How can the EU better support a focus on a limited number of key sectors, for partners that prefer this?*

One way to address this issue could be to choose integrated sectors (like inclusive and sustainable industrial development or Aid for Trade) as well as nexus issues (water-food-energy).

### **3. Flexibility – Towards a More Flexible Toolbox**

*Are the choice of sectors and mechanisms for delivery of EU financial support appropriate? How could its impact and visibility be enhanced?*

The United Nations and its specialised agencies can play a critical role in delivering results on the ground through its neutrality, operational capacity, global forum function, good dialogue with the local governments and specialized expertise. Especially at regional level the harmonization of interests can be a complex and difficult exercise. In comparison to other players, the UN has a strong local anchorage and legitimacy and is accountable for the results delivered. Impact can be further through effective partnerships e.g. with DFIs, civil society, businesses and other relevant stakeholders. Unless it sacrifices UN staff security, EU visibility is guaranteed through joint EU-UN visibility guidelines.

### **4. Ownership & Visibility**

*Can the structures of the ENP be made more cooperative, to underline the partners' own choices and to enable all civil society actors across partner countries to take part?*

The EU could also model some of its interaction with the civil society and business community along the lines of its EU-Africa partnership with business forums, youth forums and other civil society platforms linked to political summits.

*Can the ENP deliver benefits within a shorter timeframe, in order that the value of the policy can be more easily grasped by the public? What would this require from the EU? And from the partner country?*

While a quicker delivery might be advantageous from a political point of view, the speed of delivery should nevertheless be adapted to the circumstances and complexities on the ground and rather be results than speed oriented. Some actor-specific flexibility and link with the reality of project or programme work in the partner countries would be important. E.g. the current EU financial rules and regulations, while coming with a good intention of speed-up delivery and harmonise contractual arrangements, do not necessarily facilitate delivery and results-orientation.

*How can the EU financial support be recast in an investment rather than donor dynamic, in which the partner country's active role is clearer?*

Industrial cooperation, business linkages and effective investment promotion can play an important role in complementing the traditional ODA dynamics with a more business-oriented partnership. Leveraging technical assistance with private investments within the scope of South-South and triangular cooperation is also possible. EU's blending facilities may be deployed to realize these objectives.

Improving the general investment climate through support to public administration reforms to enhance transparency of the business environment (both with respect to public administration and the private sector itself) and to cut down red tape, corruption, etc. In addition, EU should also target regulatory constraints in particular industries/sectors based on comparative advantages of partner countries. For instance, in low and low-

middle income countries, manufacturing firms already operating in key and emerging industries serve domestic markets based on comparative advantage: relatively low labor costs, availability of domestic inputs, etc. These manufacturing firms mainly exploit low to medium level technologies that are also more labor intensive, and they create higher quality and more durable jobs, higher incomes and contribute to wealth creation. On the other hand, these industries may have specific, cumbersome and costly registration, licensing and permit requirements; difficulties in complying with technical regulations, importing and exporting; and access to infrastructure that all hinder their competitiveness.

A recommended strategy for identification and removal of the above constraints should consist of a two pronged approach: through business environment reviews at sector level, complemented with value chain analyses and by giving voice to private sector/industry representatives through their intermediary associations for validation of findings, prioritization of reforms and continuous monitoring of implementation to track results. In line with this strategy, collaboration with business intermediary organizations should be intensified, particularly in what most of these organizations are already better placed to do: public-private policy dialogue. Private-public policy dialogue that continues over an extended period, where both parties are able to consider recommendations that are evidence based should help yield the desired outcomes.

A shift investment from the general to evidence-based strategies based on in-depth surveys of the local private sector and investors' behavior/perspectives can be very powerful. Strengthen collaboration with investment promotion agencies and business intermediaries by supporting them in presenting their "business case" and needs to governments and into the public-private policy dialogue can be very effective. UNIDO has a positive experience in another context by setting up the Network of African Investment Promotion agencies ("AfrIPAnet") and establishing the Investor's Monitoring Platform (IMP). Requests for similar networks have been voiced by the region.

As a specialized agency, UNIDO has a proven track record in design and implementation of business environment reforms and enterprise development interventions that span, among others, industrial upgrading and modernization programs (IUMP), special economic zone (SEZ), eco-industrial parks, business incubators, value chain development, cluster and supply chain development as well as in facilitating and backstopping public-private policy dialogue. All of these areas are relevant to PSD through targeted business environment reforms, private-public dialogue as well as for public-private partnerships (PPP). UNIDO's Technology Centres, Investment and Technology Promotion Offices (ITPOs) and Subcontracting and Partnership Exchange (SPXs) help facilitate triangular and South-South cooperation. For business linkages the Sustainable Supplier development Programme (SSDP) and the UNIDO business partnerships can serve as interesting models.

*How can EU Member States be involved more effectively in the design and implementation of the policy, including as concerns foreign policy and security related activities? How can the activities in EU Member States be better coordinated with the ENP?*

Through UNIDO-EC programmes that get co-funding from EU member States e.g. Slovenia for Green EAP and Italy for Creative Industry Clusters. Co-funding of projects can be an important element to include new donors (after Eastern Enlargement) on board

and strengthen their role as partners in development cooperation. Donor coordination is an important element in this respect.

## **Further reading**

- Industrial Development Report 2009  
[http://www.unido.org/fileadmin/user\\_media/Publications/IDR\\_2009\\_print.PDF](http://www.unido.org/fileadmin/user_media/Publications/IDR_2009_print.PDF)
- The Industrial Competitiveness of Nations 2012/2013  
[http://www.unido.org/fileadmin/user\\_media/Services/PSD/Competitive\\_Industrial\\_Performance\\_Report\\_UNIDO\\_2012\\_2013.PDF](http://www.unido.org/fileadmin/user_media/Services/PSD/Competitive_Industrial_Performance_Report_UNIDO_2012_2013.PDF)
- 15th SESSION OF UNIDO GENERAL CONFERENCE Lima Declaration: Towards inclusive and sustainable industrial development  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/Media\\_center/2013/News/GC15/UNIDO\\_GC15\\_Lima\\_Declaration.pdf](http://www.unido.org/fileadmin/user_media_upgrade/Media_center/2013/News/GC15/UNIDO_GC15_Lima_Declaration.pdf)
- Networks for Prosperity: Partnering for inclusive and sustainable industrial development  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/How\\_we\\_work/Network\\_Prosperty\\_2014\\_LoRes.pdf](http://www.unido.org/fileadmin/user_media_upgrade/How_we_work/Network_Prosperty_2014_LoRes.pdf)
- Green Industry: Policies for supporting Green Industry  
[http://www.unido.org/fileadmin/user\\_media/Services/Green\\_Industry/web\\_policies\\_green\\_industry.pdf](http://www.unido.org/fileadmin/user_media/Services/Green_Industry/web_policies_green_industry.pdf)
- Green Industry Platform  
<http://www.greenindustryplatform.org/>
- Human Security: the Compound Challenge of Promoting Peace and Livelihood Recovery  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/What\\_we\\_do/Topics/Human\\_security\\_and\\_post-crisis\\_rehabilitation/HumanSEC-merged\\_one\\_page.pdf](http://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Human_security_and_post-crisis_rehabilitation/HumanSEC-merged_one_page.pdf)
- Industrial Development Report 2013  
[http://www.unido.org/fileadmin/user\\_media/Research\\_and\\_Statistics/UNIDO\\_IDR\\_2013\\_main\\_report.pdf](http://www.unido.org/fileadmin/user_media/Research_and_Statistics/UNIDO_IDR_2013_main_report.pdf)
- Making Private Standards Work for You  
[http://institute.unido.org/documents/M8S6\\_TradeCapacityBuilding/UNIDO%20Guidelines\\_web.pdf](http://institute.unido.org/documents/M8S6_TradeCapacityBuilding/UNIDO%20Guidelines_web.pdf)
- Meeting Standards, Winning Markets, East Asia 2013  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/What\\_we\\_do/Topics/Quality\\_and\\_compliance/UNIDO-IDE-JETRO\\_Regional\\_TSC\\_Report-East\\_Asia\\_2013\\_final\\_ebook.pdf](http://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Quality_and_compliance/UNIDO-IDE-JETRO_Regional_TSC_Report-East_Asia_2013_final_ebook.pdf)
- Meeting Standards, Winning Markets, 2012  
[http://www.standardsfacility.org/Files/News/UNIDO\\_TSCR\\_FINAL.pdf](http://www.standardsfacility.org/Files/News/UNIDO_TSCR_FINAL.pdf)

- UNIDO's Responsible Entrepreneurs Achievement Programme (REAP)  
<http://www.unido.org/reap.html>
- Resource Efficient and Cleaner Production (RECP) Net  
<http://www.unido.org/en/how-we-work/convening-partnerships-and-networks/networks-centres-forums-and-platforms/npc/global-recpnet-regional-networks.html>
- Good Organization, Management and Governance Practices: A Primer for Providers of Services in Resource Efficient and Cleaner Production (RECP)  
[http://www.unido.org/fileadmin/user\\_media/Services/Environmental\\_Management/Contacts/Contacts/GovernancePrimer\\_web\\_low.pdf](http://www.unido.org/fileadmin/user_media/Services/Environmental_Management/Contacts/Contacts/GovernancePrimer_web_low.pdf)
- Chemical Leasing  
<http://www.chemicalleasing.com/>
- Chemical Leasing Goes Global  
<http://www.unido.org/news/press/chemical-global.html>
- Strategic Approach to International Chemicals Management (SAICM)  
<http://www.saicm.org/index.php?ql=h&content=home>
- Sustainable Energy for All (SE4ALL)  
<http://www.se4all.org/>
- Agribusiness development: Transforming rural life to create wealth  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/What\\_we\\_do/Topics/Agribusiness\\_and\\_rural/UNIDO\\_Agribusiness\\_development.pdf](http://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Agribusiness_and_rural/UNIDO_Agribusiness_development.pdf)
- Agribusiness of Africa's Prosperity  
[http://www.unido.org/fileadmin/user\\_media/Services/Agro-Industries/Agribusiness\\_for\\_Africas\\_Prosperty\\_e-book\\_NEW.pdf](http://www.unido.org/fileadmin/user_media/Services/Agro-Industries/Agribusiness_for_Africas_Prosperty_e-book_NEW.pdf)
- AU Pharmaceutical Manufacturing Plan for Africa: Business Plan  
[http://www.unido.org/fileadmin/user\\_media\\_upgrade/Resources/Publications/Pharmaceuticals/PMPA\\_Business\\_Plan\\_Nov2012\\_ebook.PDF](http://www.unido.org/fileadmin/user_media_upgrade/Resources/Publications/Pharmaceuticals/PMPA_Business_Plan_Nov2012_ebook.PDF)
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[http://www.unido.org/fileadmin/user\\_media/Publications/Pub\\_free/Preparing\\_for\\_HCFC\\_phaseout.pdf](http://www.unido.org/fileadmin/user_media/Publications/Pub_free/Preparing_for_HCFC_phaseout.pdf)
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