



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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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.

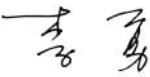
The six essential enablers are knowledge and skills; a conducive business environment; enhanced investment and industrial infrastructure; robust quality and standards; strong business linkages, clusters and value chains; and upscaled science, technology and innovation.

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

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

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



# 1

## Introduction

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：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_23093](https://www.yunbaogao.cn/report/index/report?reportId=5_23093)

