



# EQulP – Enhancing the Quality of Industrial Policy

Knowledge transfer & empowerment for structural transformation

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# EQuIP – Enhancing the Quality of Industrial Policy

Knowledge transfer & empowerment for structural transformation



## Is EQuIP relevant for you?



### Does your Government want to...

Effectively promote the structural transformation of your country?

Take the driver's seat in the policy design and implementation process?

Become independent from external policy advice and no longer be told what to do?

Pursue an innovative and pragmatic approach to industrial policy?

Experiment with local solutions instead of following the "copy-paste" approach to policy design?

Establish a national team of IP experts with state-of-the-art industrial policy design and implementation capacities?

See concrete results and maximize policy effectiveness?



For so long, it was difficult to understand why implementation of the industrial policy was such a challenge. Now I understand that much has to do with the way we carry out the process of producing the document in the first place.

Malawi Government Official



The evidence-based approach of **EQuIP** enables the GIZ projects to provide the project partners with tailor-made support based on their very own needs, and to enhance their capacity to formulate more effective strategies for inclusive and sustainable industrial development. **EQuIP's** flexibility and ability to respond to the specific needs of the project partners ensure more comprehensive and coherent policy-making at the regional and national levels.

Project Manager, GIZ Open Regional Fund



### Does your Development Agency want to...

Empower national actors in a partner country in their quest to shape the future structure of their economy?

Approach industrial policy in a holistic way that considers economic, social and environmental dimensions of development?

Ensure a sustainable solution with full knowledge transfer to counterparts that decreases dependency on continued support?

Support action and move beyond a theoretical perspective and the production of policy papers?

Involve a diverse range of stakeholders in a participatory policy process without losing focus and direction?

Apply a highly flexible program for policy support that can be adapted to different contexts?



# What is EQuIP?

EQuIP is a highly innovative programme that empowers governments to effectively design Industrial Policies (IP) through on-the-job coaching and knowledge transfer.

EQuIP was developed by GIZ & UNIDO in response to a rising demand for industrial policy support worldwide. At the time, the standard approach of development agencies was to write industrial policies for governments rather than supporting them to develop effective policies themselves.

Countries recognized that this was undermining effective implementation as the over reliance on external experts in the policy design process meant that the policies were never fully “owned” by the government and did not reflect local values, capacities and objectives.



One startling finding of my PhD research on Industrial Policy in Africa was that while motivation for selective state interventions is great among policy makers, their implementation was limited by the capacity to assess and design these policies by themselves. EQuIP is an incredibly timely, innovative, and adequate toolkit to addressing such limitations.

Participant of EQuIP Training-of-Trainers Program

GIZ & UNIDO wanted to support governments in their movement towards greater self-determination in the policy design process by developing a toolkit that could support in the areas of industrial diagnosis, strategy and policy design.



EQuIP provides a structured, evidence-based & strategic policy design process that takes advantage of state-of-the-art tools & information on industrial policy. It aims to strengthen the in-house capacities of governments to design, manage and implement industrial policies in an effective manner.

EQuIP projects are tailor-made and customized according to countries unique objective & their stage in the policy process. Depending on the specific context, available time and resources, EQuIP can transfer the required technical knowledge to governments and supervise them to independently produce a range of concrete outputs:

- A new Industrial Policy or Strategy
- A strategic review of an existing Industrial Policy
- A costed Action Plan for an Industrial Policy
- A Strategy for the support of priority sub-sectors
- An Industrial Intelligence System (incl. analytical reports & policy briefs)
- A M&E system for Industrial Policy

Instead of producing these policy outputs externally, EQuIP puts national policy practitioners in the driver's seat through:

- Enhancement of strategic capacities for industrial policy design, management & implementation
- Analytical knowledge transfer on industrial diagnosis, monitoring & evaluation as well as on key topical dimensions of industrial policy making
- A holistic range of training modules that consider social, environmental & economic dimensions of development
- Facilitation of multi-stakeholder dialogue and decision-making workshops
- On-the-job coaching & remote supervision while drafting an industrial policy





# Why EQuIP?

## 1 Self-Determined Industrial Policies

no one knows you better than yourself

### Challenge:

Many countries continue to rely on external experts to draft their industrial policies. This frequently undermines effective implementation as the policies do not reflect local realities, context and implementation capacities. The “one-size-fits-all” approach to IP is not working.

### Solution:

**EQuIP** supports greater self-determination by empowering governments to take the lead in designing industrial policies that are fully “owned” and understood by governments and reflect the countries unique context, capacities and objectives. The goal is not to design the most sophisticated strategy but the most pragmatic one that can be implemented effectively.

## 2 Multi-Stakeholder Engagement

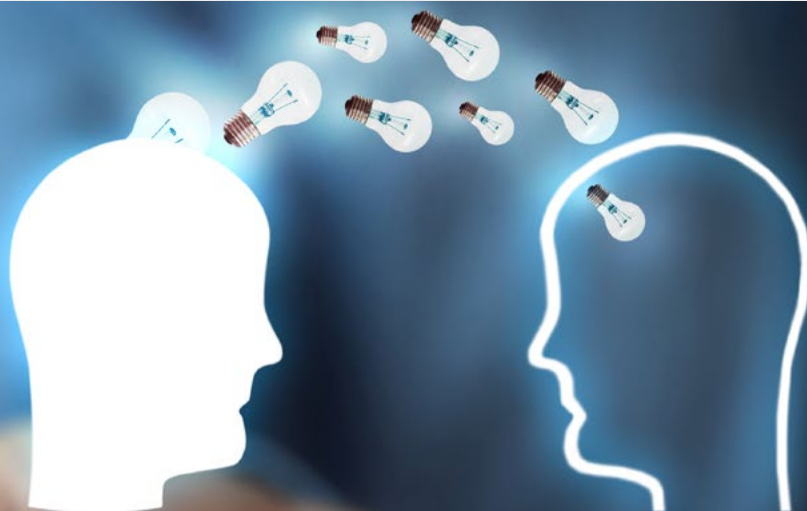
real change requires all hand on deck

### Challenge:

Industrial policies frequently fail to achieve their desired results because they are developed in isolation from other policies and without sufficient participation of the private sector and other relevant stakeholders.

### Solution:

**EQuIP** supports governments to design policies through a highly participatory approach that facilitates multi-stakeholder engagement throughout the policy design process so that there is widespread buy-in and support for the industrial policies.



## 3 Focused & Goal-Oriented Industrial Policy

you can do anything, but you can't do everything

### Challenge:

Many countries face major challenges with implementation due to the fact that their industrial policy documents look more like a long “shopping-list” of interventions rather than a concrete plan. Most Action-Plans don’t consider the limited implementation capacities and available budgets. As a result, industrial policy programmes are commonly implemented in an ad-hoc and piece-meal fashion that do not stimulate the desired structural transformation.

### Solution:

**EQuIP** supports governments to develop highly strategic industrial policies and realistic costed action plans. It supports governments to strategically allocate resources, prioritize objectives and develop concrete implementation plans to drive structural transformation.



## 4 Evidence-Based Industrial Policy

knowledge is power

### Challenge:

Industrial policies often fail to achieve their desired results because they are based in theory or power-politics rather than evidence. Many governments do not monitor their industrial performance or have systems in place to determine whether policies and programmes are having their desired effect.

### Solution:

**EQuIP** trains national analysts to conduct a holistic assessment of industrial performance, set quantitative targets and establish monitoring and evaluation systems to ensure iterative learning and constant adaptations that maximize the impact of industrial policies.

### What is Industrial Policy?

**EQuIP** defines Industrial policy as the government promotion of structural transformation through the support of economic activities that are perceived to be socially beneficial.

### Why do countries pursue industrial policy?

- Today countries are using industrial policy for a variety of objectives, including:
- Enhance competitiveness and accelerate economic growth
- Generate employment and combat “jobless growth”
- Diversify beyond a resource-based economy
- Reduce inequality and poverty
- Improve resource-efficiency and adapt to climate change
- Build economic resiliency and self-sufficiency
- ... More!

There is now a global consensus that industrial policies are an important part of the toolkit by which governments can help shape the economy for the better.

Joseph Stiglitz, Nobel Prize Economist

## EQuIP Project Structure

**EQuIP** projects enhance the effectiveness of industrial policy by focusing on the establishment of a modern policy design process rather than simply delivering documents. Every country requires a different focus and depth of support according to their stage in the process.

A core principle of **EQuIP** is to adapt the project structure and outcomes to the specific context of the country. However, we can generally distinguish between two types of **EQuIP** projects:

- 1) An integrated **EQuIP** project which provides a comprehensive support throughout all stages of the industrial policy design process
- 2) A modular **EQuIP** project which focuses on strengthening a particular aspect of industrial policy making

## The integrated EQuIP project

An integrated **EQuIP** project is most relevant for countries that are developing an industrial policy internally for the first time and would like comprehensive support at each stage of the policy design process. The Integrated **EQuIP** project consists of 7 phases that structure the policy design process into concrete steps and deliverables.

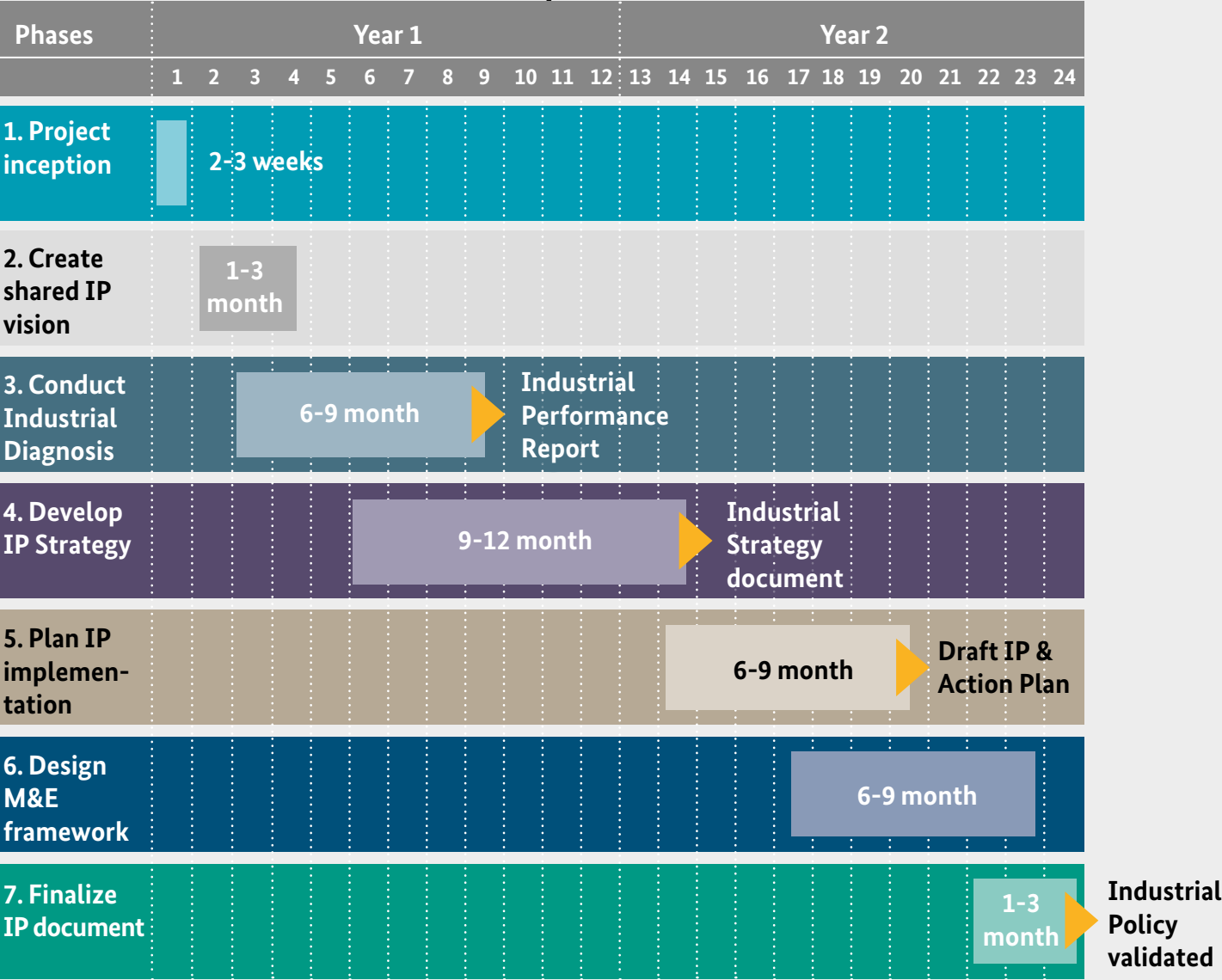
The **EQuIP** training was an eye-opening experience to capacity-building in the field of policy making. It is more than a methodology, it's a mind-set and framework to do industrial policy in a way that countries gain ownership of their development objectives. I believe that initiatives like **EQuIP** are needed all over the world to create the partnerships needed to meet the SDG's.

EQuIP training participant





# Overview: Example project structure and timeline of an integrated EQuIP project



## 1 Project inception

During the inception phase, the EQuIP project is tailored to the countries specific context, capacities and desired policy outputs

## 2 Create shared IP vision

The second phase brings together various stakeholders to establish a national “industrial policy expert group” and define a shared industrial policy vision for the country

## 3 Conduct Industrial Diagnosis

The third phase builds analytical capacities and an industrial intelligence system to inform an evidence-based policy design process

## 4 Develop IP Strategy

The fourth phase supports the government to draft a new industrial strategy document through a goal-oriented, evidence-based and participatory process

## 5 Plan IP implementation

In the fifth phase the government is supported to assess current IP instruments, select new IP instruments and develop a costed action plan for implementation

## 6 Design M&E framework

In the sixth phase, the government is supported to develop a practical and tailor-made M&E system for the new Industrial Policy

## 7 Finalize IP document

In the final phase, the new industrial policy is finalized and validated

\*A full EQuIP project commonly requires a duration of 1.5-2 years (dependent on country capacities, resources, etc.)

# Integrated EQuIP project phases, milestones, knowledge transfer & work package

## 1 Project inception

### MILESTONES

EQuIP project roadmap

### KNOWLEDGE TRANSFER RESULTS

- + The EQuIP approach
- + Principles of effective IP
- + How to set-up an IP task force
- + ...

### KEY WORK PACKAGES

- + Consultation calls/meetings
- + Project kick-off workshop
- + Stakeholder mapping
- + Creation of national drafting group
- + Draft project roadmap & implementation plan
- + ...

## 2 Create shared IP vision

### MILESTONES

Multi-stakeholder IP vision

### KNOWLEDGE TRANSFER RESULTS

- + The role of IP for development
- + Options for scope and orientation of IP
- + How to organize public-private dialogue for IP
- + Inter-ministerial cooperation for IP

## 3 Industrial Performance Report

### MILESTONES

Industrial Performance Report

### KNOWLEDGE TRANSFER RESULTS

- + Methodologies to analyze industrial sector
- + Economic, social & environmental assessments
- + Industrial performance indicators
- + Industrial & trade statistics/databases
- + Data interpretation & analytical drafting
- + Comparative analysis and benchmarking
- + ...

### KEY WORK PACKAGES

- + Organizational development for Industrial analysis
- + Establishment of industrial intelligence unit
- + Training courses: "EQuIP diagnostic modules"
- + Creation of industrial observatory
- + Forum on industrial performance
- + Production of policy briefs
- + Support drafting of industrial performance report
- + ...



## 4 Develop IP Strategy

### MILESTONES

Industrial Strategy document

### KNOWLEDGE TRANSFER RESULTS

- + Key economic, social and environmental objectives of IP
- + Strategic decision-making & prioritization
- + International case studies of industrial strategy
- + Setting strategic targets for IP
- + Prioritizing intervention areas
- + Target groups for IP (incl. sector selection)
- + ...

### KEY WORK PACKAGES

- + Training courses: "Variety of IP objectives" & "IP intervention areas"
- + Workshops to prioritize objectives, intervention areas
- + Analytical workshops to develop target values for IP
- + Multi-stakeholder dialogue on intervention areas
- + Support drafting of IP strategy document
- + ...

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\\_23117](https://www.yunbaogao.cn/report/index/report?reportId=5_23117)

