



Industrial Development Board

Forty-ninth session

Vienna, 12-15 July 2021

Item 18 of the provisional agenda

Recommendation of a candidate for the post of Director General

Candidates for the post of Director General

Note by the Secretariat

The present report provides information on the candidates for the post of Director General as of 12 May 2021.

1. Article 11.2 of the Constitution stipulates that “the Director General shall be appointed by the Conference upon recommendation of the Board for a period of four years”. The General Conference, at its seventeenth session, appointed Mr. LI Yong as Director General for a second period of four years from 28 November 2017 or until the Director General to be appointed at the nineteenth regular session of the General Conference assumes office, whichever is later (decision GC.17/Dec.9).
2. In accordance with rule 61.2 of the rules of procedure of the Board, “To be eligible for consideration, nominations of candidates must be received by the President of the Board at the latest two months prior to the opening date of the last regular session of the Board before the session of the Conference which is to appoint the Director General.” Therefore, a note verbale was circulated to Ministries for Foreign Affairs on 10 December 2020. This note verbale set the deadline for the receipt of nominations by the President of the Board as 12 May 2021.
3. As of 12 May 2021, the following candidatures, in alphabetical order of country name, were received by the President:
 - Mr. Bernardo Calzadilla Sarmiento (Plurinational State of Bolivia);
 - Mr. Arkebe Oqubay (Ethiopia); and
 - Mr. Gerd Müller (Germany).
4. Upon receipt, the curricula vitae provided by the candidates were circulated to Member States by the Secretariat on behalf of the President of the Board and are also reproduced in the annex to the present document.
5. The procedure to be followed by the Board for the appointment of the Director General is outlined in rule 61 of the rules of procedure of the Board.

For reasons of sustainability, this document has not been printed. Delegates are kindly requested to refer to electronic versions of all documents.



Annex

Curricula vitae¹

Bernardo Calzadilla-Sarmiento

INTERNATIONAL TECHNOLOGY LEADER - INDUSTRIAL DEVELOPMENT

b.calzadilla@unido.org

Vienna, Austria

HIGHLIGHTS

- Strategic & Global Technology Leader with UNIDO & International Organization of Standardization (ISO)
- Global citizen fluent in 5 languages (English, Spanish, French, Portuguese, German & some Russian), international traveller visiting 120 countries
- Bolivia Native, educated in Latin America, Europe & the United States
- PhD in Economics and MBA in Industrial Organization
- Harvard University Executive Program: Trade Policy and Negotiations
- Expertise in digital transformation, new industrial revolution, industrial development, quality, and technical barriers to trade
- Author of multiple publications on Industrialization, Digital Transformation & Quality
- Guest Speaker at global events incl. Africa, Asia, Europe, Latin America & USA

ACCOMPLISHMENTS

- Experienced Manager and Global Leader, managing 700 staff internationally
- Managed industrial development projects in Cambodia, Laos, UAE, Colombia, Peru, Costa Rica, Mozambique and West Africa (Burkina Faso, Senegal, and Côte d'Ivoire)
- Extensive experience in diplomacy, donor negotiations and funds mobilization
- Developed e-training academy, conceptualized online learning courses on quality, standards, innovation, and investment
- Project Planning Moderator, Certification GOOP – Insight (Brussels, Belgium)
- Quality Management (TQM2), Certification Association for Overseas Technical Scholarship, AOTS (Tokyo, Japan)
- IRCA Lead Auditor for Environmental (ISO14001) & Quality Management (ISO9001)
- Chair of stakeholder committee and lecturer at renowned academic institutions
- Most recent publications relate to Quality Policy, Industry 4.0 and Quality Infrastructure and COVID-19; Implications & Responses, Digital Transformation & Industrial Recovery

PROFESSIONAL CAREER

UNIDO – MANAGING DIRECTOR, DIGITALIZATION, TECHNOLOGY & AGRI-BUSINESS, 2020–PRESENT

- Provided strategic guidance to the organization, member of the executive board.
- Mainstreamed digital technologies at organizational level to ensure sustainable technological transformation in developing countries.
- Oversaw and managed two thematic departments, six organizational divisions and approximately 700 staff worldwide (HQ and field staff).

¹ The academic title has been removed in the title of each curriculum, in line with UNIDO editorial standard. However, the body text of these communications is reproduced as received by the Secretariat and no additional edits have been undertaken.

UNIDO – DIRECTOR, TRADE, INVESTMENT & INNOVATION, 2016–2020

- Boosted innovation and introduced new technologies in smart technical cooperation.
- Conceptualized UNIDO’s strategic approach in view of embracing the new industrial revolution / Industry 4.0 for the benefit of developing countries.
- Upscaled technical cooperation activities through the development of large-scale global programs and related funds mobilization.

UNIDO – DIRECTOR & CHIEF, TRADE CAPACITY BUILDING, 2010–2016

- Positioned UNIDO as a center of excellence in trade and international development through engaging in strategic partnerships (e.g. ISO, OIML, BIPM, ILAC, IAF, ITC).
- Developed, implemented and monitored technical cooperation projects/programs in quality, standards and conformity assessment matters.
- Advanced UNIDO’s normative function through the conceptualization, development and promotion of global public goods.

UNIDO – DEPUTY REPRESENTATIVE, GENEVA, SWITZERLAND, 2007–2010

- Strategically positioned UNIDO among Geneva-based UN Organizations, WTO and other inter- and non-governmental organizations.
- Promoted UNIDO’s trade-related initiatives among all constituencies and relevant partners, identified possibilities for partnerships at policy and operational level.
- Established and maintained bilateral relations with UNIDO member states.

ISO – DIRECTOR, TECHNICAL ASSISTANCE & TRAINING, GENEVA, SWITZERLAND, 2004–2007

- Acted as Secretary of the ISO Developing Countries Committee (ISO DEVCO) and coordinated regional officers.
- Managed technical assistance through capacity building and specialized training at institutional level, supervised and coordinated along the entire training cycle.
- Developed and delivered lectures and training on standardization matters in developing countries, including the conceptualization of e-learning content.

EDUCATION

- **PhD in Economics, Regulation & Decentralization**
Vienna University of Economics and Business (Vienna, Austria)
- **Master’s Degree in Business Administration, Industrial Organization**
Higher Latin American Studies, Diploma
Vienna University of Economics and Business (Vienna, Austria)
- **Executive Program in Trade Policy and Negotiations**
Harvard University, JF Kennedy School of Government (Boston, USA)

March 2020

Arkebe Oqubay

Candidate for the Director General of UNIDO

Africa's Sole Candidate Endorsed by the African Union

[34th African Union Summit, 7 February 2021]

Senior Minister and Special Adviser to the Prime Minister of Ethiopia

EXECUTIVE SUMMARY

Dr Arkebe Oqubay is a Senior Minister and Special Adviser to the Prime Minister of Ethiopia. He has been at the centre of policymaking and government leadership for over 30 years. During his three decades of dedicated public service, Dr Arkebe has successfully led bold reforms and played a key role in Ethiopia's economic transformation. Dr Arkebe has tirelessly championed productive, inclusive, and sustainable industrial development. He has promoted the development of the private sector, particularly through small and medium enterprises (SMEs), and stimulated a record level of productive investment in the manufacturing and industrial sectors. He has undertaken effective resource mobilization through international partnerships with both bilateral and multilateral development partners, and also with multinational investors. He has successfully pioneered a new generation of industrial parks and special economic zones, fostered productive capacity, and led national urban transformation and the rapid development of economic infrastructure. In addition to his highly demanding government work, Dr Arkebe has been committed to ongoing learning and prolific academic contributions to policymaking and practice, forging strong linkages between the public, private, and academic sectors to create a model for late industrialization and economic transformation. He holds several professorial posts and research fellowship positions in leading universities and research institutions. His educational background is in development economics (PhD), international relations (MA), and management (MBA).

ACHIEVEMENTS

Powering economic transformation through productive, inclusive, and sustainable industrialization. Throughout his career, Dr Arkebe has developed and executed many initiatives that have created inclusive and sustainable industrial growth. As Mayor of Addis Ababa and later as Minister for Works and Urban Development, he introduced major urban transformation programmes through the development of SMEs that promoted productive cities with an emphasis on job creation and poverty reduction, and special focus on gender equality. Through his programmes, thousands of SMEs were established and hundreds of thousands of jobs were created. He has also been an advocate and champion for environmental sustainability within Africa, developing countries, and globally, implementing a green industrialization strategy, a key part of Ethiopia's Climate-Resilient Green Economy. He pioneered a new generation of green industrial parks and the development of a national policy framework to support the transition to green industrialization.

Building a strong and resilient foundation for accelerated industrialization. Dr Arkebe has played a leading role in policy design and execution, coordination of economic sectors, and development plans at federal/national and regional state levels. He initiated institutional reforms, policy frameworks, and new investment attraction strategies enabling the country to attract investment and establish opportunities for employment creation, industrial clusters, and productive capacity building in key priority sectors. As a result of these reforms, FDI inflows to Ethiopia have exceeded US\$25 billion. He played a key role in the design and execution of economic policies, and the two five-year plans – the Growth and Transformation Plan (GTP) I and II – covering the period 2011–2020, which aimed at promoting rapid economic growth and structural change and accelerating the shift from an agrarian economy to manufacturing-led and private sector-driven industrialization.

A global facilitator of partnerships. Dr Arkebe has proactively promoted policy learning among leaders and policymakers of developing countries. He has acquired extensive experience in international development cooperation, building enduring and productive partnerships with international development partners, the private sector, civil society, and international research centres. He has successfully mobilized the resources required to support development priorities and industrial development initiatives. Dr Arkebe has been actively engaged in resource mobilization for the development of industrial parks, key infrastructure, and cities. He has built an impressive network of collaboration and dialogue with key UN and other agencies, including UNIDO, UNCTAD, UNECA, UNU-WIDER, African Union Commission (AUC), BRICS, The World Bank and IFC, OECD Development Centre, and bilateral agencies in China, Germany, and Japan.

Innovative and strategic leadership. Dr Arkebe has been recognized for his innovative and strategic leadership in the transformation of various institutions in Ethiopia. As Mayor of Addis Ababa, he transformed the city into a vibrant, investment-friendly city and a thriving African political and diplomatic hub. As founding chair of the board of the Industrial Parks Development Corporation, he led the development of a national network of green industrial parks which has accelerated Ethiopia's industrialization. He made a key contribution to the rise of Ethiopian Airlines as the largest African carrier and the fastest-growing aviation group. He was also chair of the board of the Ethiopian Railway Corporation, which has developed a green national electric-powered railway system that includes an export-import economic corridor and the Addis Ababa light rail system.

International research and academic achievements. Dr Arkebe holds several professorial and research positions in leading institutions world-wide.

- Professor of Practice, the South African Research Chair in Industrial Development, University of Johannesburg
- Distinguished Fellow, Overseas Development Institute (ODI)
- Honorary Research Fellow, UNU-WIDER
- Senior Research Associate, The Vienna Institute for International Economic Studies
- Research Associate, Centre for African Studies, University of London
- Founding Chancellor of Addis Ababa Science and Technology University
- Visiting professor at Sciences Po (Paris)
- Senior Visiting Professor at Nanyang Technological University (Singapore)
- Adjunct Professor at University of Malaya
- Distinguished Professor at Fudan University
- Founder of Policy, Research, and Dialogue for Africa <https://prdafrica.org>

Personal Data: Dr Arkebe was born in Ethiopia on 7 September 1957 and is married with two sons.

Education

- Doctor of Philosophy (PhD) in Development Studies, SOAS, University of London, 2013 (*magna cum laude*)
- Master of Arts (MA) in International Relations, University of Amsterdam, 1994
- Master of Business Administration (MBA), The Open University, UK, 1995
- Manufacturing: Management and Technology (MMT), The Open University, UK, 1996

Positions Held

- 2010–present Senior Minister, Special Adviser to the Prime Minister of Ethiopia
- 2006–2010 Minister (S/M), Ministry of Works and Urban Development
- 2002–2006 Mayor of Addis Ababa Metropolitan City
- 1998–2001 Governor (V/G) of a regional state
- 1991–1998 Executive director for industrial development and economic recovery of war-torn regions

Board Memberships (selected)

- 2013–present Vice-Chair, Ethiopian Airlines
- 2014–present Chair, Ethiopian Industrial Parks Development Corporation
- 2007–15 Chair, Ethiopian Railway Corporation
- 2009–14 Chair, Addis Ababa Science and Technology University
- 2014–present Vice-Chair and member, Ethiopian Investment Board (EIB)
- 2010–17 Coordinator of National Export Coordination Committee (NECC)
- 2019–present African Centre for Economic Transformation (ACET)

Awards

- *Order of the Rising Sun, Gold and Silver Star*, presented by the Emperor of Japan, 2018.
- Recognized by the *New African* as one of the *100 Most Influential Africans of 2016* and a “leading thinker on Africa’s strategic development” for theoretical and practical work on industrialization and industrial policies.
- *Best African Mayor Award*, and finalist *World Mayor Award*, 2006.

SELECTED RECENT PUBLICATIONS

Throughout his career, Dr Arkebe has researched and published leading books on economic transformation, industrial policy and catch-up, green transformation, and environmental sustainability, with a particular focus on developing countries.

- *Made in Africa: Industrial Policy in Ethiopia* (Oxford University Press, 2015)
- *How Nations Learn: Technological Learning, Industrial Policy, and Catch-up* (Oxford University Press, 2019)
- *China-Africa and an Economic Transformation* (Oxford University Press, 2019)
- *The Oxford Handbook of the Ethiopian Economy* (Oxford University Press, 2019)
- *African Economic Development: Evidence, Theory, Policy* (Oxford University Press, 2020)
- *The Oxford Handbook of Industrial Hubs and Economic Development* (Oxford University Press, 2020)
- *The Oxford Handbook of Industrial Policy* (Oxford University Press, 2020)
- *The Oxford Handbook of the South African Economy* (Oxford University Press, 2021)

His articles/op-eds have appeared in leading academic journals, Project Syndicate, *Financial Times*, *HBR* among others.

- “Africa’s Economic Transformation and the Future of EU-Africa Cooperation”, *CESifo Forum* 2: 21 (July 2020).
- “Industrial Policy and Covid-19 Responses”, *Revistas ICE* (May–June 2020).
- “Achieving inclusive and sustainable industrialisation in the post-COVID-19 world”, *OECD Dev.* (Oct. 2020).
- “How Africa can Fight the Pandemic”, Project Syndicate (April 2020).
- “5 Principles to Guide Adaptive Leadership”, with Ramalingam, Nabarro, Carnall, and Wild, *HBR* (Sept. 2020).
- “Why industrialisation is vital for the African Continental Free Trade Agreement to succeed”, ODI (Nov. 2019).

VISION

A new vision for a new decade will focus on achieving Agenda 2030 and building resilience in a rapidly evolving context. The three broad themes are: *sustainable and inclusive industrialization; productive capability and economic transformation; and transforming UNIDO and enhanced productive partnerships*. The ten pillars are: inclusive industrialization; green industrialization; innovation and digital transformation; productive capacity and resilient industrialization; private-sector development; developing an industrial eco-system and industrial infrastructure; policy capabilities of developing countries; global cooperation and multilateralism; a transformed UNIDO and productive partnerships; and ensuring adequate funding and expanding membership.

The full version of my vision statement is attached and available at www.ArkebeOqubay.com

ADDITIONAL DETAILS AND INFORMATION:

For additional information refer two attached supplementary documents (Supplementary A. Vision Statement; and Supplementary B. Full CV). Website: www.arkebeoqubay.com

TWITTER: @DRARKEBE LINKEDIN: @DRARKEBE FOR PUBLICATIONS SEE <https://prdafrica.org>

Date: 8 February 2021

Gerd Müller

PROFESSIONAL AND POLITICAL CAREER

Since 2013	Federal Minister for Economic Cooperation and Development
2005–2013	Vice Minister to the Federal Minister of Food, Agriculture and Consumer Protection; in charge of international relations, development projects and world food affairs
Since 1994	Member of the German Bundestag (Federal Parliament)
1989–1994	Member of the European Parliament, Member of the ACP-EU Joint Parliamentary Assembly, Parliamentary Secretary of the CDU/CSU group
1980–1989	Teacher at vocational schools and Policy Officer at the Bavarian Ministry of Economic Affairs

OTHER INTERNATIONAL WORK EXPERIENCE

Since 2013	Governor World Bank Commissioner of the Global Commission of Adaptation
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ACADEMIC QUALIFICATIONS

PhD in Economic and Social Science
 Master's degree in Business Education
 Honorary Professor for International Agricultural Policy

PERSONAL DATA

Born on 25 August 1955 in Krumbach, Germany; married, two children

RECENT PUBLICATIONS

Umdenken. Überlebensfragen der Menschheit (2020)
 Unfair! Für eine Gerechte Globalisierung (2017)

Major Achievements and Expertise

PARTNERING WITH DEVELOPING COUNTRIES AND EMERGING MARKETS

Germany is a global partner to some 140 developing countries and emerging economies. Key priorities of its bilateral and multilateral cooperation are investment in agricultural development, technology transfer in the energy sector, climate action, industrial development, vocational education and training, and tackling hunger and poverty. These are the priorities that Dr. Gerd Müller has put right at the top of his agenda as Development Minister and to which he will remain committed in future.

IMPLEMENTING THE SDGS

As Federal Minister, Dr. Gerd Müller has transformed the Ministry for Economic Cooperation and Development into an organization fully aligned with the 2030 Agenda, revamped its spending to align it with key thematic priorities and created special country programmes and private sector initiatives to provide more targeted and transformative support to development cooperation partners.

DOUBLING THE DEVELOPMENT COOPERATION BUDGET

Under Dr. Gerd Müller's leadership as Federal Minister for Development Cooperation, the development cooperation budget nearly doubled between 2013 and 2021, from 6.3 billion euros to 12.4 billion euros, allowing Germany to reach the target of spending 0.7% of national income on official development assistance.

STRENGTHENING THE RELATIONSHIP WITH UNIDO

Always a major partner of UNIDO, Dr. Gerd Müller initiated a close Strategic Dialogue with the organization that resulted in a Joint Roadmap. As the first step towards putting it into action, a new programme on job creation and vocational training in Africa has been launched. The UNIDO Innovation and Technology Promotion Office in Bonn, Germany's UN city, has been set up to strengthen institutional ties.

ESTABLISHING A NEW PARTNERSHIP WITH AFRICA

With the 2017 Marshall Plan with Africa, Dr. Gerd Müller launched a new and successful cooperation model for reform-oriented countries and additional funding for bilateral cooperation under the G20 Compact with Africa.

REACTING QUICKLY AND RESPONDING EFFECTIVELY TO A PANDEMIC

With the COVID-19 Emergency Programme, Dr. Gerd Müller mounted an immediate response from scratch to support LDCs and MICs in coping with the social, economic and health consequences of the pandemic. The programme has funding totalling more than 4 billion euros. In addition, he made the multi-sectoral One Health approach a priority of German development cooperation.

PROMOTING SUSTAINABLE REGIONAL AND GLOBAL SUPPLY CHAINS

During his tenure, Dr. Gerd Müller has been particularly focused on making private sector development and growth in developing countries compatible with sustainability, climate protection, inclusiveness and the highest possible quality, social, and environmental standards. He has launched multi-stakeholder initiatives for sustainable supply chains in various sectors and created a label for sustainable textiles, the Green Button (Grüner Knopf).

TAKING INNOVATIVE ACTION ON HUNGER

Building on his expertise in agricultural development and the fight against hunger, Dr. Gerd Müller has launched Green Innovation Centres in 14 partner countries to provide vocational training, business coaching, state-of-the-art equipment and input to smallholder farmers and processing ventures. Technology transfer, digitalization, as well as skills and entrepreneurship development form an essential part of his approach to rural development and youth employment.

PUTTING EDUCATION AND VOCATIONAL TRAINING FIRST

Through a global initiative on jobs and training, Dr. Gerd Müller laid the foundations for Germany's dual system of technical and vocational training and skills development to serve as the backbone of industrial performance in many of UNIDO's member countries.

BOOSTING PRIVATE INVESTMENT FOR JOBS

Dr. Gerd Müller has made exceptional efforts to build on the strengths of Germany's private sector, and in particular its strong Mittelstand (SMEs), to promote greater engagement in the developing world, increase investment, and foster job creation, particularly in Africa. To support companies keen to make sustainable investments in

Africa, he championed the set-up of a development investment fund with a volume of up to 1 billion euros.

DELIVERING INNOVATIVE CLIMATE ACTION

In the last four years, Dr. Gerd Müller oversaw a doubling of German climate finance from 2 to 4 billion euros – one year ahead of schedule. He transformed his ministry into a pioneer for international adaptation efforts that benefit in particular the poorest countries and started new solar partnerships with emerging economies. To broaden the engagement of non-state actors for climate action he initiated the Alliance for Development and Climate in 2018, a multi-stakeholder alliance and non-profit foundation that enables direct CO2 compensation in developing countries.

POWERING GREEN TRANSFORMATION

Dr. Gerd Müller has been a strong advocate of renewable energies, increased climate financing, the circular economy and the development of green skills. Assets like these will be critical for an inclusive and sustainable post-COVID-19 recovery.

VISION FOR UNIDO

UNIDO has a unique mandate: it is the only international organization to have industrial development and the pursuit of SDG 9 at its core. Minister Gerd Müller is passionate about promoting inclusive and sustainable industrial development (ISID), accelerating achievement of SDG 9, fostering interlinkages with other SDGs and the objectives of the Paris Agreement, and forging a new global alliance for inclusive and sustainable industrial development. He would be honoured to establish UNIDO as the key multilateral player in fostering green, resilient, inclusive and sustainable industrial development.
