



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

# UNIDO IN THE UNITED NATIONS SYSTEM-WIDE COHERENCE AND DELIVERING AS ONE

A multi-pronged approach  
to achieving common goals



## LIST OF ACRONYMS

CCA	Country Common Assessment
CEB	Chief Executives Board (for Coordination)
DaO	“Delivering as One”
IADGs	Internationally Agreed Development Goals
ILO	International Labor Organization
ISID	Inclusive and Sustainable Industrial Development
JP	Joint Programme
LDCs	Least Developed Countries
NRA	Non-Resident Agency
MDGs	Millennium Development Goals
MICs	Middle Income Countries
MSME	Micro, Small and Medium Enterprises
MPTF	Multi-Partner Trust Fund
QCPR	Quadrennial Comprehensive Policy Review
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
TCPR	Triennial Comprehensive Policy Review
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDG	United Nations Development Group
UNDG AG	UNDG Advisory Group
UNDG RTs	UNDG Regional Teams
UNDP	United Nations Development Programme
UNDOCO	United Nations Development Operations Coordination Office
UNCT	United Nations Country Team
UNIDO	United Nations Industrial Development Organization
UN	United Nations
UNRC	United Nations Resident Coordinator
UNGA	United Nations General Assembly
UNSWC	United Nations System-Wide Coherence
UNSG	United Nations Secretary General

**Disclaimer:** This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO. The selection of projects to illustrate UNIDO’s engagement aims at demonstrating their geographic and thematic variety and scope and is not endorsed by UNIDO.

***“A universal sustainable development agenda calls for a highly competent UN development system, which can operate across diverse national contexts. It should be built around results-based, issue-focused and networked teams, which can work with speed, flexibility and professionalism, and add value – irrespective of physical presence and diverse business models.”***

*Helen Clark, UNDP Administrator and Chair of the UNDG Speech at the Operational Activities Segment of the ECOSOC Dialogue, New York, 24 February 2015*

## UNITED NATIONS SYSTEM-WIDE COHERENCE AND DELIVERING AS ONE: ORIGINS AND EVOLUTION

Since the dawning of the new millennium, the landscape of United Nations (UN) operational development has been rapidly evolving, as witnessed by the endorsement of key recommendations contained in major UN policy documents, in particular those of the High-Level Panel on United Nations System-Wide Coherence (UNSWC)<sup>1</sup> and the UN Secretary-General’s Five Year Action Agenda<sup>2</sup>.

The adoption of UN General Assembly Resolution A/Res/67/226 on the Quadrennial Comprehensive Policy Review (QCPR) in December 2012 constituted a turning point marking the institutionalization of the UN’s “Delivering as One” (DaO) approach aimed at increasing UN System-Wide Coherence, effectiveness and efficiency at the country level.

The release in 2014 of the “Standard Operating Procedures” (SOPs) for countries adopting the DaO Approach including the integrated package in support of the five conceptual pillars: “One Programme, One Leader, Operating as One, One Budget/Common Budgetary Framework, and Communicating as One” represents a major step forward, enabling the UN system “on the ground” to respond in a coordinated, coherent and complementary manner to its stakeholders and thus support strategic programming, greater mutual accountability and reduced transaction costs for governments, donors and the UN System itself.

Signed by 18 Executive Heads/Principals of UN Funds Programmes, and Specialized Agencies<sup>3</sup> - among them UNIDO - SOP’s implementation will prove one of the key UN system instruments in delivering high and sustainable quality results, accelerating the achievement of the Millennium Development Goals (MDGs), as well as being “fit for purpose” in implementing the Post-2015 Agenda and its Sustainable Development Goals (SDGs), which will require stronger coordination and follow-through capabilities on the part of UN field entities.

<sup>1</sup> Report of the High Level Panel on UNSWC [http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/61/583](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/61/583)

<sup>2</sup> UN Secretary-General’s Five Year Action Agenda (<http://www.un.org/sg/priorities/>)

<sup>3</sup> “Standard Operating Procedures” 18 signatories: UNDP, FAO, ILO, OHCHR, UNAIDS, UNDESA, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UN Women, WFP and WHO.

**United Nations System-Wide Coherence (UNSWC):** A major component of the ongoing UN reform process requested by the Member States to further strengthen the management and coordination of United Nations operational activities to enable more effective contributions to the achievement of internationally agreed development goals, including the Millennium Development Goals (2000-2015) and post-2015 Sustainable Development Goals.

**Delivering as One (DaO):** An initiative and an approach recommended by the High-Level Panel on System-Wide Coherence in 2006 for the UN System at country level, to pursue greater coordination through the five conceptual pillars of “*One Programme, One Budgetary Framework, One Office, One Leader and One Communication*”.

**United Nations Development Assistance Framework (UNDAF):** A key instrument for UN coherence and a strategic programme framework that describes the collective response to national development priorities through the UN system’s intensified collaboration at the country and regional levels.

Source: information from [www.undg.org](http://www.undg.org)

The growing number of countries adopting the DaO approach, which is becoming the norm, entails greater responsibility for the United Nations Resident Coordinators (UNRCs) and United Nations Country Teams (UNCTs) currently present in 134 countries.

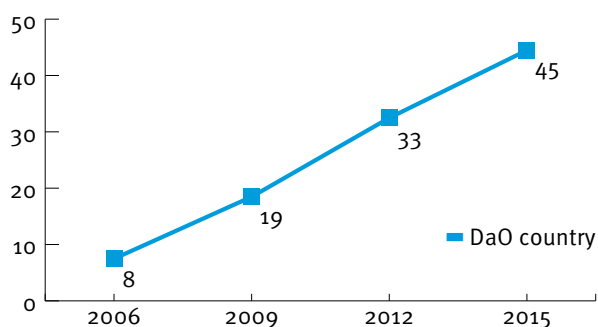
## BIG IDEA



## TEAM WORK

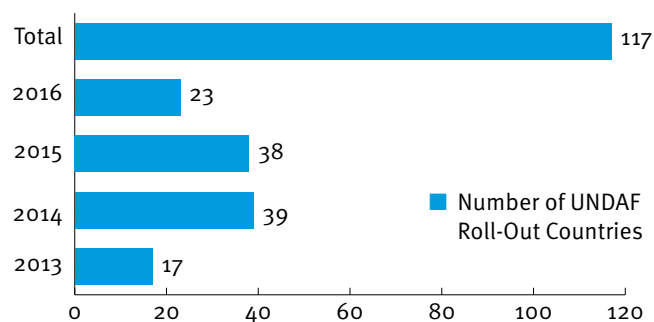


**Number of Delivering as One countries**  
 (As of May 2015, UNDG)



Source: www.undg.org

**Number of UNDAF Roll-Out Countries 2013-2016**  
 (As of 2014, UNDG)



Source: www.undg.org

One of their major shared goals will be to strengthen joint programming processes aligned with national priorities. The main challenge will be scaling up the capacities of the UNRC system to fully respond to the needs of the DaO community, which has steadily grown from eight pilots in 2007 to 45 DaO countries in 2015.

Simultaneously, in 2013, 17 countries were engaged in UNDAF and Country Common Assessment (CCA) roll-out exercises compared to 39 countries in 2014, of which twelve were in Europe, nine in Africa, six in Asia, six in the Arab Region and six in Latin America. For the biennium 2015-2016, this trend should be maintained at around 61 countries, confirming the widespread presence of UNDAF processes at the country level.

Such an irreversible trend implies an additional investment for all members of the UN family, including UNIDO that is often a non-resident agency (NRA). Thus, UNIDO operates in an environment which is ever more dominated by joint programming and specific resource mobilization modalities for technical programmes and project deliveries. This new reality necessitates the further strengthening of UNIDO's field level role, support functions and commitments while dedicating resources for more effective service delivery and improved coordination and integration within the UN System.

The implementation of the QCPR has generated additional costs for all UN agencies to cover the essential coordination activities performed by Resident Coordinators and UNCTs.

The ramifications for UNIDO are noteworthy. In accordance with the cost-sharing modality among UNDG participating entities for the biennium 2014-2015, UNIDO is contributing with a base fee of US\$ 175,000. As of January 2016 it will have to pay its full estimated annual contribution of US\$ 1.3 million.

In past years, UNIDO has accorded ample attention to the overall process, adopting decisions through its General Conference to report on the implementation of previous Triennial Comprehensive Policy Reviews (TCPRs) (GC.13/Dec.7) and presently on the QCPR, to align the Medium-Term Programme Framework (MTPF) planning cycle with the QCPR (GC.14/Dec.18) and to continue adopting more systematic and streamlined DaO approaches within the Organization. The goal is to strengthen field support in order to deal more proactively, efficiently and effectively with emerging needs deriving from this new UN field architecture.

**“We are members of UNDG, we are members of ‘Delivering-as-One’.”**

*LI Yong, UNIDO Director General, in his closing remarks,  
42nd Session of the Industrial Development Board, Vienna, 26 November 2014*

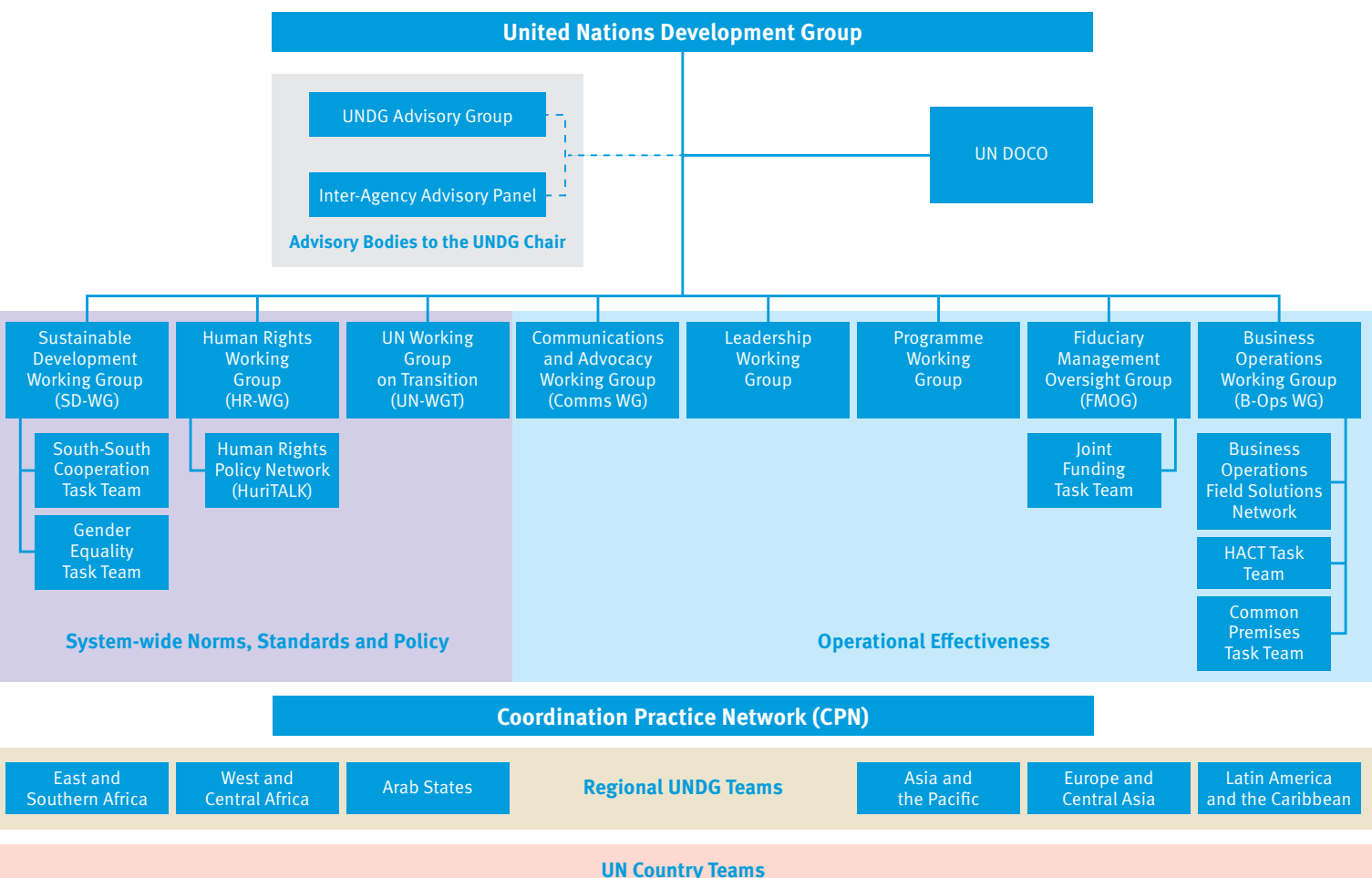
## UNIDO’S PARTICIPATION IN THE UNSWC AND DAO PROCESSES

UNIDO intervenes at two interlinked levels: the policy level and the field level.

### UNIDO: “Delivering as One” at the policy level

As a member of the UNDG Advisory Group (AG), UNIDO has actively contributed to the UNSWC approach for a coordinated response to Member States’ needs through the “One United Nations” mechanisms. It has also responded effectively to evaluations and assessments carried out by the United Nations Joint Inspection Unit (JIU), the most recent having been conducted in 2014 and published in 2015 on the “mainstreaming of full and productive employment and decent work by the UN system.”

#### UNDG Global Working Mechanisms



The continuous constructive dialogue with the United Nations Development Group's Advisory Group (UNDG-AG), UNDG Regional Teams (RTs) and its active participation in the core UNDG Working Mechanisms and networks on, *inter-alia*, sustainable development, human rights, communications and advocacy, leadership and business operations have ensured that UNIDO's objectives and mandates are clearly and convincingly articulated and projected into deliberations and relevant outcome documents.

Relevant decisions approved at the UNDG level that immediately impact UNIDO's working arrangements, mechanisms and/or modalities are incorporated and translated into UNIDO's operations in order to further the DaO approach, with due care not to adversely affect the Organization's country and partnership programmes.

UNIDO attaches great importance to ensuring relevant linkages, consistency and complementarities between its Country Programmes (CPs) and participation in the UN frameworks, in particular the United Nations Development Assistance Frameworks (UNDAFs).

This commitment has led the Organization to dedicate a full section in its new CP Framework to the topic of UN Coordination: that is, highlighting areas in which UNIDO is engaged that merit mention, as well as joint programmes with other UN entities, including potential access to the "One UN Fund".

## *From policy to practice*

UNIDO's internal coordination mechanisms allow the Organization to position itself so that it can respond flexibly yet dynamically to both the UN Development Group's forward-looking strategies on the one hand and to the UN Country Teams' operational needs on the other hand.

Having been involved in this process since the launch of the eight DaO pilot countries in 2007, UNIDO can thus help to ensure that economic, trade and industrial expertise is being included in the UN System's response to national development priorities.

A report by the UNIDO Evaluation Group published in May 2012 found the Organization to be "an important driver in promoting industrial development issues and responding to national priorities". This state-of-the-art promotion will be further strengthened within UNIDO's ISID mandate.

UNIDO's DaO implementation has brought about important changes in the way the Organization operates. This initiative involves multiple stakeholders, from in-house to field operations, and thus requires a strong coordination mechanism where a transparent and technically smooth communication flow between the strategic and operational levels is a prerequisite.

UNIDO assists its field network through its support programme to participate in joint events at the global, regional and country levels including UNCT retreats, workshops and training modules. It further ensures the Organization's effective engagement in country-level "One UN" initiatives, including UNDAF planning, monitoring and reporting, and joint programming, where UNIDO acts wherever appropriate, as lead agency for UNDAF thematic working groups. This programme facilitates access to the UN's pooled funding mechanism, the "Multi-Partner Trust Fund" (MPTF), as well as other mechanisms, to strengthen partnerships with UN relevant agencies, even when UNIDO has no physical presence (i.e. NRA status).

Without exception, all five of UNIDO's Regions—the Arab, African, Asian, European and Latin American—have benefitted from this support. Moreover, it can be demonstrated that virtually all countries—whether LDCs, LLDCs or MICs and regardless of the Organization's direct physical country presence—have reaped measureable benefits and continue to do so. UNCTs have come to recognize and appreciate UNIDO's



comparative advantage in such areas as industrial policy, SME development, youth employment, gender issues, trade, agro-food, green industry, environmental sustainability, renewable energy and post-crisis interventions, including human security.

UNIDO collaborates with UN System agencies, such as the United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), International Labour Organization (ILO), United Nations Conference on Trade and Development (UNCTAD), World Food Programme (WFP), United Nations Environment Programme (UNEP), International Trade Center (ITC) and the United Nations High Commissioner for Refugees (UNHCR). For instance, Joint Programmes have been implemented together with: 1) ILO and UNCTAD on youth employment; 2) FAO, ILO and UNDP in agro-industrial value chains-upgrading programmes; and 3) UNEP in environment and energy programmes.

Such Joint Programmes have permitted UNIDO to mobilize necessary financial resources. For instance, during 2012-2013, US\$ 8.6 million was transferred to UNIDO for eleven “One UN”/ DaO countries: Albania, Kenya, Kyrgyzstan, Malawi, Montenegro, Mozambique, Pakistan, Rwanda, Sierra Leone, Tanzania and Viet Nam.

## *Regional overview*

**Africa Region:** Out of the eight countries that volunteered to become DaO pilots in 2007, four belong to this region namely: Cabo Verde, Mozambique, Rwanda and Tanzania. In 2015, the number of African countries engaged in DaO increased from the original four to 26 with the addition of Botswana, Benin, Burundi, Cameroon, Chad, the Comoros, Cote d’Ivoire, Ethiopia, Gabon, Ghana, Guinea, Kenya, Lesotho, Liberia, Malawi, Mali, Namibia, the Seychelles, Sierra Leone, Togo, Uganda and Zambia.

As of 2015, 39 countries were engaged in UNDAF/CCA activities or scheduled to commence before 2016. Special ongoing and continuous attention is accorded to the Africa Region which has the largest number of LDCs and where UNIDO often operates as NRA.

For instance, in Kenya, UNIDO collaborated with three UN System entities – UN Women, ILO and UN-Habitat- to implement the Joint Programme on Gender Equality and Women’s Empowerment. The project provided vocational training, increased technological skills transfer and developed appropriate business and financial services for women entrepreneurs. It facilitated increased access to economic opportunities for women by enhancing the capacities of public and private sector institutions, women’s organizations, groups and networks.

An example of a Joint Programme (JP) in post-conflict situations is the Youth Employment Programme (YEP) implemented by UNIDO, together with UNDP, ILO and WFP and financed through the MDG-Fund under the Youth Employment and Migration Thematic Window. Since July 2011, this JP covers both Sudan and South Sudan and provides skills development and livelihood opportunities to 2,500 young men and women aged 15-30, with particular attention to migrant youth, including military returnees and demobilized soldiers.

**Arab Region:** Over the period 2013-2016, sixteen countries were/are either in the process or envisaging the prospect of a domestic UN Development Assistance Framework, including roll-out exercises in response to the evolving needs, opportunities and challenges that have emerged in recent years. Special focus is on youth-oriented employment opportunities, economic diversification, gender empowerment, promotion of inclusive markets, food security and climate change.

**Chart 2013-2016: Arab Region engagement in UNDAF/ CCA roll-out exercises**

Year	2013	2014	2015	2016
Arab States	Bahrain	Algeria	Morocco	Djibouti
	Iraq	Libya	OPT	Egypt
	Tunisia	Somalia	Saudi Arabia	Jordan
		Syria	Sudan	
		Yemen		
		Lebanon		

Source: [https://undg.org/main/undg\\_document/undafisf-roll-outs-for-2013-2016/](https://undg.org/main/undg_document/undafisf-roll-outs-for-2013-2016/)

For instance, in Upper Egypt, UNIDO acts as lead agency of a UN Joint Programme involving ILO, UN-Habitat, UN Women, UNDP and the International Organization for Migration (IOM) to strengthen vulnerable communities’ human security. In Algeria, as well as in Tunisia, it is engaged in the ongoing UNDAF roll-out exercise, seeking out potential joint programmes in areas like employment and job creation. In Morocco, UNIDO co-chairs the Task Force on Monitoring and Evaluation while in Jordan its UNDAF-related joint programmes focus on SME development and entrepreneurship in poverty stricken areas in order to generate income and employment.

**Asia and the Pacific Region:** This region is strongly involved in the DaO process, as evidenced, inter alia, by the fact that Pakistan and Viet Nam were among the initial eight pilots. As of May 2015, seven Asia Pacific countries were engaged in the DaO process: Bhutan, Indonesia, Kiribati, Laos, Maldives, Papua New Guinea and Samoa. During the period 2013- 2016, twenty UNDAF/CCA roll-out exercises are scheduled to take place, four of which (Afghanistan, Bangladesh, Cambodia and India) are in the Asia Pacific Region where UNIDO is the lead agency on economic issues.

**UNIDO’s Sustainable Fisheries Programme in Indonesia**



Source: SMART Fish programme in Indonesia

For instance, in Pakistan, a Joint Project on “Decent Employment and Poverty Reduction” was led by UNIDO and implemented, *inter alia*, by UNHCR, UNICEF and UNDP. The project promoted the recognition and rights of home-based workers tackling bonded labor and child labor and encouraged gender equality in the workplace. Advocacy, capacity building of government officials and research on specific issues affecting working women were undertaken within the context of this joint project worth a total of US\$ 1.8 million.

In India, upon the request of the Government of the State of Mizoram, UNIDO led a joint start-up mission with UN System agencies (i.e. ILO, IFAD, UNDP and FAO) to develop a plan to safeguard the State’s ecosystem, identify markets for local agriculture, horticulture and select non-timber forest products, as well as conduct training for livelihood skills development. Joint projects deriving from the plan will be implemented as a UN joint contribution to the State’s development.

**Europe and Central Asia Region:** UNIDO has NRA status in most of the region’s countries. Although only Albania was a pilot in 2007, there is now a clear interest in the DaO approach in Montenegro, Bosnia and Herzegovina, Kyrgyzstan and Moldova. Over the period 2013-2016, Armenia, Azerbaijan, Belarus, Georgia, Macedonia, Montenegro, Kazakhstan, Kosovo, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan are/will be participating in the UNDAF/CCA roll-out exercises.

For example, in Albania, UNIDO - as part of the “One UN” Programme - contributed to the sustainable industrial development, consumption and production through the National Cleaner Production Programme in a joint venture with UNEP. Albania’s “One UN Coherence Fund” was the main resource that enabled the widespread uptake of concepts, methods, practices and policies for Cleaner and Resource Efficient Production (CREP). It has helped to reduce the pollution and waste intensity of businesses and to improve their productive use of natural resources, including energy, water and materials. These, in turn, have contributed to slowing the environmental degradation while improving productivity and competitiveness in the global market.

**Latin America and the Caribbean Region:** UNIDO has been particularly engaged in Uruguay - pilot since 2007- where it has leveraged through the “One UN Coherence Fund” around USD 1.6 million since 2009. In this regard, it acted as executing agency for three joint programmes related to economic development



Source : <http://undg.org/home/country-teams/latin-america-the-caribbean/cuba/>

strategies; sustainable production and employment policies and reinforcement of cultural industries. El Salvador, Nicaragua and Venezuela are among the new DaO recipients while other countries in the region (e.g. Cuba) are already engaged for the period 2013-2016 in UNDAF/CCA exercises.

In Mexico, alongside UNEP and ILO, UNIDO has engaged in joint local advisory activities on “greening industry” and phasing out pesticides. In Ecuador, UNIDO is involved in joint initiatives with FAO, UNDP and IFAD financed through the Sustainable Development Goals Fund (SDG-F) to improve the food safety and nutrition level among children by increasing the quality of local food production.

## “DELIVERING AS ONE” SUCCESS STORIES

UNIDO’s participation in DaO has led to the implementation of joint programmes with relevant UN entities which produce positive results and demonstrate their relevance in response to stakeholders. They build on the comparative advantages of each entity, thus avoiding duplication of efforts and the inappropriate use of funds. The engagement in joint programming, in particular, where UNIDO assumes the role of lead agency, contributes to increasing the Organization’s visibility and sharpening its advantages at the country level. It also increases demand for UNIDO’s programmes on the ground while forging ISID alliances and partnerships.

The examples of success stories below are meant to provide a “snapshot” of projects and illustrate the added value and importance of delivering together in selected areas.

### ***Bolivia:***

#### ***Poverty reduction through women’s empowerment***

UNIDO attaches particular importance to mainstreaming gender in its projects and programmes as a key strategy for achieving gender equality and the empowerment of women. At the UNCT level, it deploys the necessary efforts to ensure effective participation in joint activities aimed at women’s economic empowerment in the context of the UN System-Wide Action Plan and internationally agreed development goals.

#### **SDG-F funded project in 2015 in Bolivia**



Since 2005, UNIDO has participated in three consecutive UNDAF cycles in Bolivia (i.e. 2002-2007, 2008-2012 and 2013-2017). The current 2013-2017 UNDAF cycle has four pillars: “Civil and Political Rights”; “Social and Cultural Rights”; “Economic Rights”; and “Environmental Rights”. UNIDO is the lead agency for the “Economic Rights” pillar, contributing to poverty reduction through industrial policy, Medium, Small and Micro Enterprise (MSME) development, decent job generation, and the promotion of safe and sustainable agro food value chains. UNIDO is also a co-convenor on the “Environmental Rights” pillar, providing support to enhance national capacities in order to better tackle climate change issues.

As a result of its active UNDAF participation and inter-agency programmatic support in Bolivia, UNIDO became part of a joint project approved in late 2014, financed through the SDG-Fund, related to nutrition improvement through sustainable local production systems. Together with FAO and UNICEF, UNIDO contributes to food security and nutritionally improved aliments for municipal school food programmes that help the poor through income generation activities with a special focus on women.

Furthermore, UNIDO’s interventions focus on the establishment of community-based small food processing plants, providing safe and nutritious products for the young population - especially children aged two to five- the age-segment often omitted from national nutrition improvement programmes. Such plants are mainly managed and operated by women entrepreneurs.

The main aim of this project is to reduce the poverty level in Bolivia, starting with improving children’s nutrition, through strengthening safe food production. The special focus on women derives from their contribution to the food production process and their responsibility for feeding and maintaining the family. Upgrading the food system’s quality will ensure access to better nutrition.

## **Egypt:**

### *Human security through socioeconomic development*

UNIDO’s ISID strategy emphasizes the impact of industrial development on economic growth, on communities and societies and on the environment. It contributes to shared prosperity for all segments of society, including women and youth, as well as rural and urban communities. UNIDO’s approach is to strengthen the ability of individuals and groups to mitigate their risks and reduce their vulnerabilities, thus ensuring that there is no interruption in their livelihoods and productive activities. It also integrates concerns around energy, health and environmental security that affect people’s productive capacities.



Zeinab Ibrahim, a 47-year old Egyptian woman, has received several micro loans from her Village Savings and Loan Association (VSLA) and is now financially supporting her husband and five children.

UNIDO, in cooperation with the Government of Egypt, is improving the livelihoods of the most vulnerable communities in Upper Egypt, a region that is home to the largest concentration of the country's poorest villages. The project "HAYAT" aims at empowering local and mainly agriculturally-based communities in the districts of Maghagha and El-Edwa in the El-Minya Governorate. This is achieved by adopting a comprehensive development approach that integrates the targeted communities into the planning and decision-making processes.

HAYAT's ultimate aim is to improve the socio-economic well-being of the most vulnerable households in the El-Minya Governorate by creating local ownerships of productive projects. To achieve better income generation and job creation outcomes, HAYAT focuses on developing several interrelated local sectors of relevance to the local communities (e.g. agricultural extension, small-scale processing and value addition, neighborhood upgrading and entrepreneurship initiatives, promotion of rural village savings and loan associations for women, provision of job counselling services for unemployed youth or assistance to MSMEs by linking them to larger markets).

Launched, in June 2013, HAYAT is funded by the United Nations Trust Fund for Human Security (UNTFHS), the Swiss Development Cooperation (SDC) and the Government of Japan. The programme is jointly implemented by UNIDO, the International Labour Organization (ILO), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the International Organization for Migration (IOM).

In terms of concrete outcomes, UNIDO and its partners have trained more than 1,700 farmers about proper agricultural practices, agro-processing and post-harvesting techniques. Three hundred unemployed youths received job referrals through HAYAT and 76 persons were employed on a full-time basis. More than 1,200 female members of the Village Savings and Loan Associations (VSLAs) had benefitted from health and nutrition awareness sessions. Financially, EGP 200,000 (Egyptian Pounds) were saved and 218 micro-loans disbursed through the 150 VSLAs established thus far.

Hundreds of young producers joined HAYAT's study tours and practice-oriented training sessions aimed at upgrading small local productive clusters for better income generation (e.g. poultry, aquaculture, animal production, furniture). Thirty date farmers had at least tripled their net profits through UNIDO's technical assistance and established their own commercial company with a paid-in capital of EGP 120,000. While they used to sell their dates locally for only two Egyptian Pounds per kilogram, they now participate in national and international date fairs, selling their half-kilo date boxes for more than EGP 20.



**Gamal Khalaf** from Egypt's Maghagha is a member of the human security forum in his village, co-founder of the first dates cluster in El-Edwa District and successful agricultural entrepreneur.

***“To achieve inclusive and sustainable economic development, MICs have to explore the full potential of inclusive and sustainable industrialization. MICs have to promote industrial diversification and structural transformation. They have to strengthen their productive and institutional capacities, modernize industry and support SME entrepreneurship and investment in technological learning, innovation and development.”***

*Li Yong, UNIDO Director-General, at the Belarus Conference on Inclusive and Sustainable Industrialization in European and Central Asian Middle- Income Countries, Minsk, Belarus, 23 April 2015*

## **Montenegro:** *UNIDO’s contribution to Middle-Income Countries*

Montenegro is among the countries that voluntarily adopted the DaO approach. The UN System there supports the country in addressing key national priorities through the Integrated UN Programme 2010–2016, which focuses on three pillars: social inclusion; democratic governance and sustainable economic development; and environmental protection. UNIDO, as a co-convenor of the third pillar, is involved in projects promoting its ISID mandate.

For instance, UNIDO is implementing a number of projects e.g. for the “Establishment and operation of a National Cleaner Production Programme in Montenegro” as well as a UN joint project financed by the European Union through the UN Country Fund to support and implement the “Strategy for sustainable economic growth in Montenegro through the introduction of clusters” for the period 2012-2016. UNIDO, together with UNDP, UNEP and UNESCO, is providing technical assistance to the wine, fresh water fish, metal and olive oil clusters, thus strengthening entrepreneurial capacity for MSMEs’ increased competitiveness and market access. It further aims at improving business environments and employment opportunities to promote rural livelihoods through Public-Private Partnerships (PPPs).

Montenegro is seen as a good example of the UN, including NRAs, operating in upper middle-income countries. After four years of implementation and including ample support from UNIDO, “Delivering as



UNIDO project for Enhancing the Competitiveness of Local SMEs Cluster Development in Montenegro: Trout breeding, 2015.



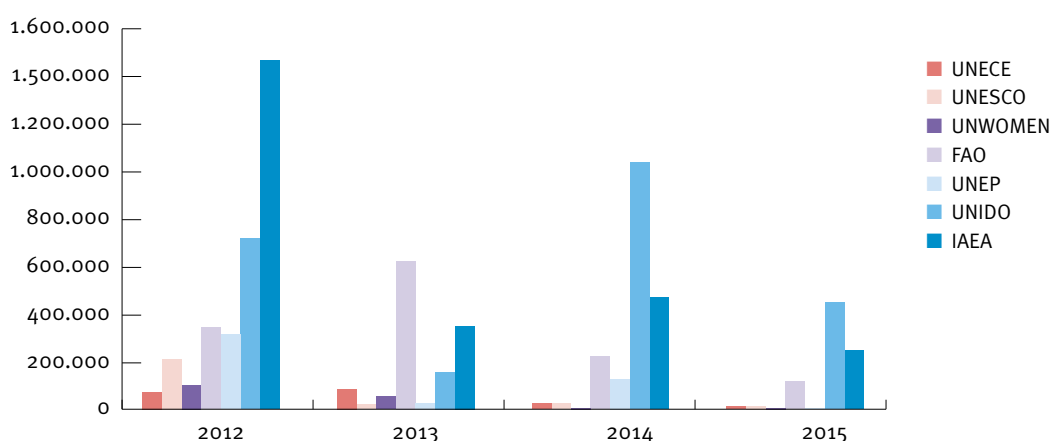
UNIDO project for Enhancing the Competitiveness of Local SMEs in Montenegro through Cluster Development, Trout breeding pond, 2015.



UNIDO Project for Enhancing the Competitiveness of Local SMEs in Montenegro through Cluster Development, Bottle filling machine of local Olive Oil producer, 2015.

One” in Montenegro resulted in concrete joint efforts to: create opportunities for the most vulnerable groups; support good governance across the system and strengthen the variety of national capacities to foster EU accession; support development of a green economy and business clusters; reduce climate change and disaster risk; hold post-2015 consultations on future development challenges; and improve youth empowerment.

**Contributions by UN System Non-Resident Agencies (NRAs) to the implementation of the Montenegro Integrated UN Programme Fund (in US Dollars, 2012-2015)**



UNIDO's contributions were by far the highest in 2014 and 2015 to date.  
Source: UNCT/ UNIDO

## Tanzania:

### Shared prosperity through youth-targeted economic growth

As a key development “engine”, industry drives productivity, contributes to job creation and generates income. Complementing Tanzania’s focus on youth, UNIDO is fully engaged in the creation of productive, decent and sustainable employment for the young. It supports entrepreneurship, promotes the private sector, along with cluster and value added chain development in both rural and urban areas.

UNIDO has been an active player in Tanzania’s UN Country Team (UNCT) since 2007 and, in particular, in the implementation of the United Nations Development Action Plan (UNDAP) 2011-2016. In coordination, *inter alia*, with ILO, FAO, UNDP and UNCTAD, UNIDO delivers a set of key actions to broaden socio-economic development while reducing poverty in the country.

Its participation consists mainly in the implementation of joint programmes to achieve the priorities articulated by the Tanzanian Government towards the: 1) development of industrial policy; 2) strengthening of national institutions’ capacities; 3) improvement of value and supply chain development; 4) broader access to business development services; 5) enhanced enterprise competitiveness; and 6) trade promotion, thus promoting viable pro-poor business sectors and SMEs (e.g. in the agro and leather industries).

UNIDO is particularly active in the joint programmatic areas of economic growth and youth employment. In coordination with ILO, UNIDO contributes to improving information systems that track youth employment trends -specifically in the manufacturing sector- through evidence-based youth employment-related policies, strategies and plans. Together with FAO, UNIDO engages in sectoral value chain development, promoting its comparative advantages in agriculture production. It also promotes sustainable enterprise





Source: Street vendor selling locally processed cashew nuts, Tanzania 2011



Source: Women producing cashew nuts, Tanzania, 2011

development by reinforcing the employability of young qualified Tanzanians to compensate for the lack of qualified human resources to create locally based solutions.

Since 2009, UNIDO has received some US\$ nine million from the Tanzania One UN Fund. Over the 2012-2013 biennium, US\$ four million were mobilized by UNIDO. Thanks to the positive results achieved, for the ongoing 2014-2015 biennium, UNIDO received another US\$ 1.9 million from the One UN Fund (5.1% of the US\$ 37 million mobilized by UNCT).

### *Viet Nam:*

### *From pilot country to a “One plan and One UN house”*

Viet Nam was among the first countries to become a “One UN” pilot in 2007. In March 2012, it entered its “second generation” of DaO involvement with the signing of the “One Plan 2012-2016” by 17 UN organizations, including UNIDO.

UNIDO’s contribution to the “One Plan” is organized around environment and energy issues, economic growth and decent work, as well as gender. UNIDO chairs the One Plan Working Group and the UN joint programming group for Climate Change and Environment, in addition to its participation in the UN Joint Programming Group for Economic Development.

Over the period 2012-2016, UNIDO has received/will receive financial support in the amount of US\$ 8.3 million from the One Plan Fund (OPF), a pooled funding system implemented under the One UN initiative to finance projects such as the joint UNIDO-WHO project, funded by the Government of Germany and the One UN Plan, to support Viet Nam’s promotion of local pharmaceutical production to provide its citizens with more quality essential medicines.

UNIDO has developed several other joint projects, among them the “Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor” with FAO, ILO, ITC and UNCTAD. In this project, UNIDO took responsibility for the “greening” of handicrafts production, addressing the key determinants of production techniques, handicraft skills, environmental techniques and practices and product designs. In parallel, UN System agencies respectively supported: the sustainable cultivation and harvest of raw materials (FAO); promotion of safe and sound work places and working relations (ILO); development of supply chains (ITC); and international market development (UNCTAD).

Another successful joint initiative in which UNIDO plays a leading role is the joint project on “Strengthening of the supply of the fruits and vegetables sector by applying proper technologies along the value chain”. This initiative involves UNIDO, along with FAO, IOM, UNV and UNESCO. UNIDO cooperates with the Ministry of Agriculture and Rural Development to provide technical assistance for production improvement at eleven vegetable-and-fruit production cooperatives in the suburbs of Hanoi and Tien Giang provinces.

In 2008, the Vietnamese Government and the UN agreed to establish “One UN House” in Viet Nam. UNIDO was a strong proponent of the One UN initiative, electing to join the Green One UN House (GOUNH). This decision reveals UNIDO’s willingness to step forward through the One UN initiative by sharing common premises and services with other UN agencies.

The shared premises at GOUNH will facilitate coordination among UN agencies by minimizing physical boundaries and creating new opportunities for synergies. It will further enhance the UN’s effectiveness as a major driver of country-level operational reforms in the UN System. GOUNH’s most innovative aspect is the piloting of a functional clustering seating arrangement. Staff will no longer be seated by agencies but according to the thematic issues that their jobs entail. Eight clusters will be created according to the model of the existent Joint Programming Groups (JPGs). As Chair of the JPG “Climate Change and Environment”, UNIDO will sit in the functional cluster of the same name with other UN agencies.

Viet Nam’s UNCT is playing a key role in the SDGs facilitation process. Consultations were carried out with the engagement of the entire UNCT, including UNIDO, to position ISID. Following its good performance in achieving the MDGs, Viet Nam was among the first countries that completed consultations on the post-2015 development agenda. Its conclusions are in line with the UNSG’s Report and call for, *inter alia*, more equitable development, an inclusive growth model, greater public participation in governance, quality employment, education and vocational training, universal access to healthcare and a cleaner environment.

These selected examples demonstrate the positive impact that joint activities can engender vis-à-vis the developmental needs of Member States. UNIDO has a role to play based on its comparative advantage to advance jointly oriented socio-economic and industrial projects.



Inauguration of the GOUNH, 23 May 2015.

***“We have come a long way in shaping a development agenda for the period beyond 2015 since the outcome of the Rio+20 Conference in 2012 set the process in motion. The United Nations will continue to lead and support the sustainable development agenda to 2030. We must look to ourselves and do our utmost to be fit for purpose to deliver on this transformative agenda for action.”***

*Ban Ki-moon, UN Secretary General, remarks to the General Assembly concerning the Synthesis Report on the Post-2015 Agenda, New York, 4 December 2014.*

## THE WAY FORWARD

The operationalization of UNSWC and DaO -both “living, organic entities” that are continuously evolving in response to emerging “on the ground” realities- coincides with the shaping of the post-2015 development agenda and with the 70<sup>th</sup> anniversary of the United Nations.

As a reliable and responsive partner, UNIDO will continue its engagement in UN joint efforts to create a more accountable, coherent UN System that can achieve this new set of international goals and thus more effectively fulfil its historic global mandate.

Engaging in the institutionalized UNCT approach is essential for UNIDO to embed its ISID vision into all ongoing activities, especially in promoting UNIDO’s strategic objectives through the UNDG mechanisms.

Why is UNIDO’s success in this endeavor so important? Because *“industrialization remains an important driving force for economic and social development, as part of the global solution for, inter alia, reducing inequalities through employment generation, ensuring food security, increased productivity, transformative change and environmental sustainability”*.<sup>4</sup>

As UNIDO’s Director General LI Yong put it in introducing UNIDO’s concept of “Inclusive and Sustainable Industrial Development” to the international stakeholder community in 2013, *“our challenge now, and our historic opportunity, is to recognize the potential of ISID and contribute our efforts for the common good in a new long-term development agenda beyond 2015.”*<sup>5</sup>

<sup>4</sup> 42<sup>nd</sup> session of the Industrial Development Board, UNIDO, Vienna, 25-27 November 2014 in Document IDB 2/6/Add.1 on UNIDO’s financial contribution to the United Nations Resident Coordinator system Report by the Director General

<sup>5</sup> <http://www.unido.org/en/who-we-are/structure/directorgeneral/vision.html>

# REGIONAL PROGRAMMES & FIELD REPRESENTATION BRANCH

[regprogrammefield@unido.org](mailto:regprogrammefield@unido.org)



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna International Centre · P.O. Box 300 · 1400 Vienna · Austria  
Tel.: (+43-1) 26026-0 · E-mail: [unido@unido.org](mailto:unido@unido.org)  
[www.unido.org](http://www.unido.org)