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MULTILATERAL INDUSTRIAL POLICY FORUM
منتدى السياسات الصناعية متعدد الأطراف
RIYADH - SAUDI ARABIA 23-24 October 2024

THE MULTILATERAL INDUSTRIAL POLICY FORUM 2024

MAKING INDUSTRIAL POLICY WORK FOR SDGs: TURNING CHALLENGES INTO SUSTAINABLE SOLUTIONS

OUTCOME DOCUMENT

23-24 October, Riyadh, Saudi Arabia

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Outcome document

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RIYADH - SAUDI ARABIA 23-24 October 2024

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MIPF 2024 benefitted from extensive consultations with Member States, which demonstrated unwavering support for the organization of this Forum.

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Executive Summary

The 2024 Multilateral Industrial Policy Forum (MIPF), organized by the United Nations Industrial Development Organization (UNIDO) in collaboration with the Ministry of Industry and Mineral Resources (MIM) of Saudi Arabia, marked a significant advancement in global discussions on sustainable industrial development. Held in Riyadh, Saudi Arabia, on 23–24 October 2024, the Forum brought together diverse stakeholders to explore innovative strategies for achieving inclusive and sustainable industrial growth, aligned with the Sustainable Development Goals (SDGs). Through its focus on actionable outcomes, the Forum emphasized the importance of knowledge-sharing, collaboration and capacity development to address shared challenges and unlock the potential of industrial policies in an era of rapid global transformations.

Discussions at the Forum were guided by three key themes: 'Artificial Intelligence, Digitalization and Automation in Manufacturing'; 'Energy Transition and Industry Transformation', and 'Resilient and Sustainable Supply Chains'. These themes highlight the critical role industrial policies play in addressing global challenges such as climate change, technological disparities and economic disruptions, while also stressing the need for targeted approaches and strategies to workforce development, the twin green and digital transition, and supply chain resilience. The proceedings illustrated the urgent need to strengthen and deepen synergies between technological innovation, environmental sustainability and inclusivity to promote long-term economic growth and societal well-being.

One key insight from the Forum is the necessity to bolster international and regional cooperation. Collaborative efforts across borders were emphasized as essential to addressing global challenges, facilitating the transfer of technology and knowledge, and creating opportunities for integration into global value chains (GVCs). Another central theme was the importance of cultivating future-ready human capital. Participants stressed the need for targeted reskilling and upskilling initiatives, particularly for youth, to ensure the workforce is equipped to navigate the evolving industrial landscape and contribute to economic growth. The Forum also called for accelerating the green and digital transition, emphasizing that these transformations must be equitable, inclusive and supported by comprehensive strategies and robust policy frameworks.

A further insight underscored the significance of building robust industrial ecosystems. Multi-stakeholder collaboration among governments, the private sector, academia and civil society was identified as crucial for fostering innovation, addressing shared challenges, and ensuring sustainable development. The adoption of common policy frameworks and harmonized standards emerged as another key theme, with participants highlighting the role of coherent regulations and standards in enhancing trade, reducing barriers and creating an attractive environment for investment and innovation. Additionally, the Forum emphasized the need to intensify support for industrial policy implementation, particularly in developing countries, where institutional capacity and coordination often require dedicated support to achieve meaningful outcomes.

Moreover, MIPF participants stressed the importance of fostering industrial policies that enhance local value addition and optimize the economic potential of natural resources. By prioritizing both local processing and the integration of specialized knowledge and advanced technologies, countries can achieve sustainable economic growth, foster job creation and strengthen their competitive position in global markets.

The insights generated at MIPF 2024 provide a valuable foundation for advancing sustainable industrial policies globally. They serve as a roadmap for preparing the Riyadh Declaration, which will be presented at UNIDO's 21st General Conference in November 2025. As the Forum continues to evolve, these lessons underscore the importance of collaboration, inclusivity and innovative approaches in shaping industrial policies that address the pressing challenges of our time.

Advancing the 2030 Agenda: Sharing practical knowledge and experiences in industrial policy

Advancing the 2030 Agenda: Sharing practical knowledge and experiences in industrial policy

Introduction

The 2024 edition of the United Nations Industrial Development Organization's (UNIDO) Multilateral Industrial Policy Forum (MIPF) represented a step forward in UNIDO's ongoing efforts to facilitate the advancement of effective industrial policy solutions and tools to address sustainable industrialization challenges.

Established by UNIDO in response to Member States' increasing demand for comprehensive industrial policy advisory services, MIPF aims to empower Member States—particularly developing countries and least developed countries (LDCs)—by fostering knowledge exchange and capacity development. This document presents the key outcomes based on the discussions and presentations during the MIPF's second edition, which took place on 23-24 October 2024 in Riyadh, Saudi Arabia.

It offers some actionable insights based on different country experiences across regions, innovative industrial policy approaches to common challenges, and recommendations for achieving inclusive and sustainable industrial development aligned with the Sustainable Development Goals (SDGs).

The document is structured as follows: first, an overview of the MIPF concept and objectives is presented, tracing its evolution from the inaugural event in 2023 to a more outcome-driven platform in 2024. Section 2 introduces the three thematic workstreams that guided the discussions at MIPF 2024: "Artificial Intelligence, Digitalization and Automation in Manufacturing"; "Energy Transition and Industry Transformation", and "Resilient and Sustainable Supply Chains".

These workstreams address key challenges and opportunities in sustainable industrial development, including leveraging artificial intelligence (AI) for innovation while mitigating job displacement, aligning industries with climate goals by fostering the adoption of renewable energy, and enhancing supply chain resilience through diversification and local value addition.

The next section presents the key takeaways of MIPF 2024, showcasing Member States' success stories and tailored industrial policies designed to advance the achievement of the SDGs. These insights offer actionable strategies to leverage industrial policy for fostering resilience, promoting equity, and driving sustainable growth. The report concludes by highlighting the discussions' insights and outlining the way forward for the next MIPF.

1. About the Forum

UNIDO established the Multilateral Industrial Policy Forum (MIPF) in response to a growing demand from its Member States for the organization to expand its technical cooperation initiatives in industrial policy. This request reflects the need for a more comprehensive and collaborative approach to industrial policy development.

In alignment with one of UNIDO's core mandates to "Strengthen knowledge and institutions", MIPF aims to empower Member States, especially developing economies and LDCs, by strengthening their knowledge base and institutional capacities. These efforts are designed to accelerate progress towards achieving inclusive and sustainable industrial development (ISID), fostering a foundation for long-term growth and resilience.

One key component of MIPF is its interactive policy learning mechanism, designed to facilitate the exchange of policy experiences and best practices among Member States. Building on the lessons of MIPF 2023, the Forum's second edition sought to enhance its collaborative framework, intensify capacity development efforts, and prioritize an outcome-oriented approach to ensure MIPF delivers tangible outcomes, strong partnerships, and actionable recommendations to advance sustainable industrial development.

1.1 MIPF 2024

The insights and observations gathered during MIPF 2023 have been instrumental in guiding UNIDO's efforts to enhance future editions of the Forum as a leading platform for exchanges on industrial policy-related issues. Three key lessons emerged from these reflections: the need to 1) enhance interactivity; 2) foster a collaborative spirit, and 3) adopt a more outcome-oriented approach. Participants emphasized the importance of creating deeper engagement opportunities through interactive discussions, exchanges and exploration of best practices. MIPF 2024's objectives were consequently focused on encouraging in-person participation to create a more dynamic environment conducive to collaboration and knowledge sharing, and on facilitating the establishment of long-term, productive networks.

Another key objective is to cultivate a collaborative spirit within the MIPF community. By fostering creativity, open debate and mutual learning, the Forum aims to serve as a hub for idea generation and collective problem-solving. Additionally, an outcome-oriented approach ensures that MIPF functions as a platform for sharing, showcasing and co-creating industrial development solutions. By prioritizing actionable recommendations, MIPF 2024 thus sought to inspire concrete initiatives and partnerships to tackle real-world challenges.

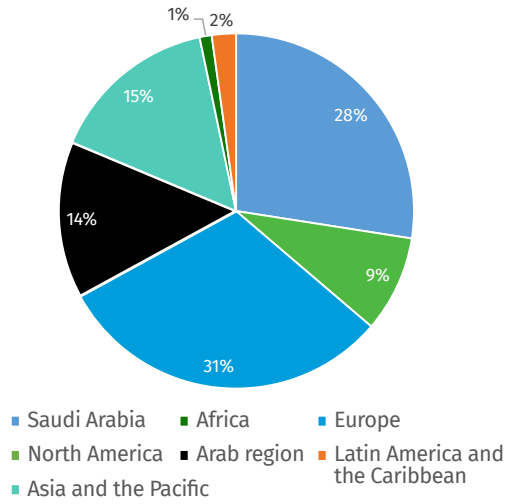
To maximize its impact and ensure smooth implementation of its objectives, MIPF 2024 introduced a variety of formats to enhance engagement and promote interactive discussions, including round tables, fireside chats, side events and bilateral meetings. This not only facilitates networking and partnership-building but also brings diverse perspectives and innovative ideas to the table, enriching discussions and driving the development of scalable solutions. Moreover, a dedicated, UNIDO-wide MIPF Task Force was established to develop content, streamline communication, provide logistical support and facilitate collaboration, reinforcing MIPF's commitment to fostering dialogue and progress in industrial development.

MIPF 2024 in numbers

3000
In-person participants from around the world

+20 Ministers & heads of industrial organizations
+80 Nationalities represented
+16 Least developed countries participated
87 Speakers, of which 23 women

Geographical distribution of speakers



Source: UNIDO

For MIPF 2024, UNIDO partnered with Saudi Arabia's Ministry of Industry and Mineral Resources (MIM) to host the event in Riyadh, Saudi Arabia, on 23-24 October. The two-day event, which attracted approximately 3,000 in-person participants and (reportedly) over 10,000 online participants, who followed the Forum's opening session, was guided by the motto "Making Industrial Policy Work for SDGs".

MIPF 2024 was centred around three thematic workstreams: "Artificial Intelligence, Digitalization, and Automation in Manufacturing", "Energy Transition and Industry Transformation", and "Resilient and Sustainable Supply Chains". In-depth discussions were facilitated through a series of ministerial and high-level round tables related to the three guiding themes, game changer sessions, fireside chats and side events.

The Forum also featured an exhibition entitled "Accelerating SDGs through Industry" to highlight UNIDO and Saudi Arabia's industrial policy initiatives, with a particular focus on the three thematic workstreams.

The 2024 edition of MIPF featured opening addresses by H.E. Bandar Ibrahim Alkhorayef, Minister of Industry and Mineral Resources (MIM) of Saudi Arabia, and Gerd Müller, Director General of UNIDO (see **Annex 1**). The first day included three ministerial round tables, alongside three high-level discussions focused on MIPF 2024's three thematic workstreams[1], and two side events. The second day included a mix of panel discussions, including on how international organizations can support economic transformation through industrial policies, parallel game changer sessions, and fireside chats

[1] "Artificial Intelligence, Digitalization and Automation in Manufacturing"; "Energy Transition and Industry Transformation"; and "Resilient and Sustainable Supply Chains".

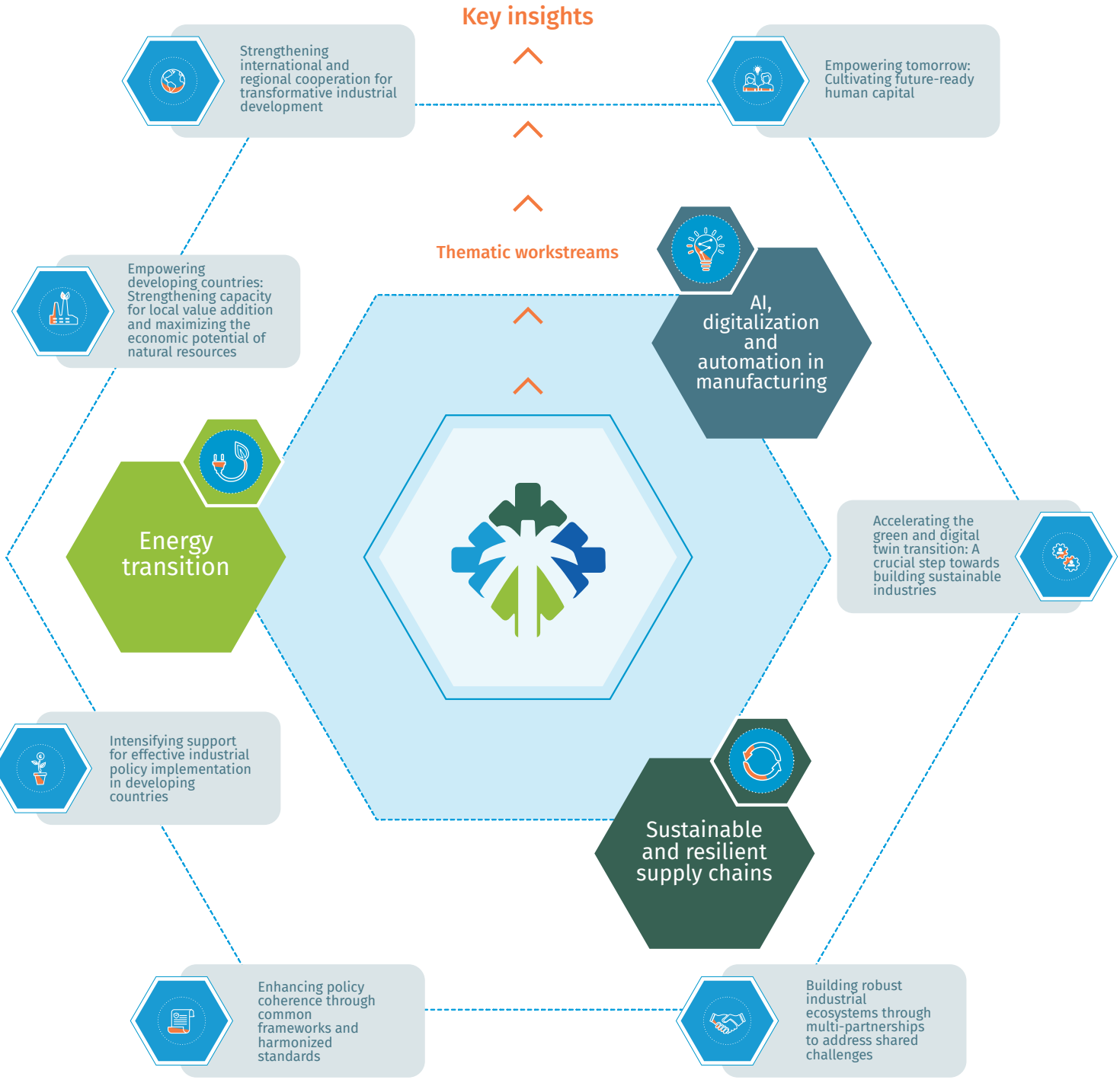
on MIPF 2024's three guiding themes. The event was closed with a signing ceremony launching new initiatives, including the Strategic Partnership and Programming between MIM and UNIDO as well as a supporting Letter of Exchange, specifying the allocation of resources from MIM and the Industrial Development Fund (IDF) for joint projects. For a full overview of the programme, see **Annex 2**.

The recommendations and best practices emerging from MIPF 2024 offer a comprehensive roadmap for shaping a sustainable and inclusive industrial future, aligned with broader goals of environmental sustainability and social inclusiveness (see Fig. 1). Building on the dialogue initiated in 2023, MIPF 2024 provided actionable steps, reinforced the commitment to global cooperation and charted a path towards a more sustainable and inclusive industrial future for all. The outcomes of MIPF 2024 serve as a knowledge foundation—providing key technical elements—to inform the 'Riyadh Declaration', which will be presented at the 21st session of the UNIDO General Conference (GC), scheduled to take place from 23 to 27 November 2025 in Riyadh.

TABLE 1. OUTCOMES OF MIPF 2024

Multilateral	▶ MIPF served as a stepping stone and valuable learning experience for the organization of the 21st session of the UNIDO GC 2025. The Outcome Document will provide inputs for discussions on industrial policy within the 'Riyadh Declaration' to be tabled at UNIDO's GC in 2025; ▶ Positive feedback from Member States, which highlighted the quality and relevance of the Forum's content, while suggesting improvements in logistics for future editions.
Bilateral	**With Saudi Arabia** ▶ Joint Declaration on the development of a Strategic Programming Framework signed between UNIDO and Saudi Arabia on Day 2; ▶ Exchange of Letters on Saudi Arabia's contribution to the Industrial Development Fund (IDF) in the amount of USD 24 million for technical cooperation (TC) projects; ▶ Technical cooperation activities offered by UNIDO and endorsed by Saudi Arabia: Priority projects announced during the closing ceremony; ▶ Announcement on the establishment of the UNIDO Regional Office in Riyadh. **With the Democratic Republic of the Congo** ▶ Signing of the Programme for Country Partnership (PCP) Congo between UNIDO and the Ministry of Industry and Development of Small and Medium Enterprises of the Democratic Republic of the Congo.

FIGURE 1. KEY INSIGHTS FROM THE MIPF DISCUSSIONS



Source: UNIDO

Note: This figure highlights the three thematic workstreams that shaped the MIPF discussions: AI, Automation, and Digitalization in Manufacturing; Energy Transition and Industry Transformation; and Resilient and Sustainable Supply Chains, and summarizes the key insights that emerged from these discussions.

MIPF family photo

2. MIPF 2024's Three Thematic Workstreams

The discussions at MIPF 2023 and 2024 reflect a progressive shift in international debates around industrial policy, emphasizing practical and future-ready approaches to the topic. Increasingly, the focus has shifted towards policies grounded in environmental sustainability and social inclusiveness, marking a clear departure from the traditional emphasis on purely economic priorities. This transition represents a move towards a more holistic agenda aimed at achieving equitable, inclusive and sustainable development. Such an approach requires long-term planning and forward-looking strategies that prioritize broad development objectives over narrowly defined economic interests. It also calls for a fundamental transformation of policymaking capacities and approaches to effectively foster industrial development in this new paradigm.

MIPF 2023 laid the groundwork for transformative industrial policy by addressing the foundational aspects of effective policymaking and implementation, touching on how theoretical concepts could be translated into actionable measures. Building on this foundation, the Forum's second edition advanced the discourse by focusing on sharing concrete and tangible strategies for driving sustainable industrial transformation. The discussions centred around targeted solutions to global challenges, emphasizing the importance of strengthening international and regional collaboration, fostering multi-stakeholder partnerships, building robust industrial ecosystems, and establishing common policy frameworks. It also highlighted the need to intensify support for and prioritize the effective implementation of industrial policies, encourage local value addition, and promote capacity development and human capital development.

MIPF 2024's three guiding themes—Artificial Intelligence, Digitalization and Automation in Manufacturing; Energy Transition and Industry Transformation; and Resilient and Sustainable Supply Chains—underpinned the discussions over the two-day event. Participants shared best practices that have the potential to be adapted and scaled across various countries and regions, presenting real-world solutions and providing valuable insights into how industrial policies must evolve to address the demands of a rapidly changing and increasingly complex global landscape (see **Annex 1**).

2.1 Artificial Intelligence, Digitalization and Automation in Manufacturing

Governments worldwide are increasingly recognizing the transformative potential of digital technologies, including artificial intelligence (AI) and automation, in revolutionizing the manufacturing sector. These technologies enhance efficiency, product quality and energy consumption while aligning industrial growth with sustainable development objectives. In developing countries, such advancements present unique opportunities to diversify and upgrade economies, address structural challenges, and integrate into global value chains (GVCs).

However, the adoption of digital technologies remains uneven, primarily benefitting countries and firms with high absorptive capacity, institutional readiness and expertise. This gap highlights the need for proactive policymaking to ensure equitable access to the benefits of digital transformation. Policymakers play a crucial role in supporting firms, particularly small and medium enterprises (SMEs), by offering financial incentives for technology adoption, fostering public-private partnerships (PPPs) and bridging gaps in resources and expertise (see Key Insight 6). Collaborative initiatives between governments, the private sector and educational institutions (see Key Insight 4) are essential for developing training and reskilling programmes that equip workers with the skills needed to leverage these technologies (see Key Insights 2).

Another major challenge of digitalization is the substantial increase in energy demand. The digital transformation relies on energy-intensive data centres, cloud computing infrastructure and continuous connectivity. This necessitates strategies to improve energy efficiency and integrate renewable energy sources (see Section 2.2). In addition to human capital development through targeted training (see Key Insight 2) to bridge capability gaps and ensure marginalized groups are included, access to affordable technology and expertise must be ensured, and legal frameworks for intellectual property rights, data protection and cybersecurity strengthened (see Key Insight 5).

The discussions at MIPF 2024 explored how digital transformation is reshaping production processes, enabling more efficient and innovative manufacturing practices, while addressing challenges such as workforce reskilling and adapting to new workflows (see Key Insight 2). They highlighted the transformative potential of AI and automation in enhancing productivity and innovation, the need for policies that support SMEs in adopting digital tools, and the role of industry best practices in fostering sustainable growth.

By addressing associated risks such as rising energy demand, intellectual property concerns and socio-economic disparities, the discussions focused on ensuring that the benefits of digitalization extend across all countries, industries and society, fostering inclusive and sustainable economic growth.

FIGURE 2. LINKING MIPF KEY INSIGHTS TO AI, AUTOMATION AND DIGITALIZATION IN MANUFACTURING

Note: This figure highlights the connection between the key insights that emerged from the MIPF discussions and the thematic workstream “AI, digitalization and automation in manufacturing”.

2.2 Energy Transition and Industry Transformation

The manufacturing sector, an engine of growth, is also a leading contributor to greenhouse gas (GHG) emissions, particularly in energy- and material-intensive industries such as steel, cement and chemicals. These industries are facing increasing pressure to align with ambitious decarbonization targets, including a 90 per cent reduction in emissions by 2050. As green trade regulations and sustainability standards become more stringent, industries and economies must adapt to retain market access and to remain competitive.

This adaptation entails the adoption of advanced technologies (see Section 2.1) and optimized production processes that balance emission reductions with sustained productivity. The energy transition, while promising long-term economic resilience through diversification into green industries, presents substantial challenges, including high upfront costs, limited access to financing, and the need for technical expertise and institutional support.

Developing countries, particularly those reliant on fossil fuel exports (fossil fuels currently account for approximately 40 per cent of African exports), encounter significant obstacles as they navigate the transition towards low-carbon economies. This shift demands comprehensive restructuring of upstream and downstream value chain activities and major investments in infrastructure and breakthrough technologies, such as carbon capture.

To address these challenges, targeted policies, including carbon pricing, green subsidies and industry-specific decarbonization roadmaps, are essential (see Key Insight 3). Policymakers must also foster international collaboration (see Key Insight 1) and PPPs to promote energy efficiency, cleaner production technologies and equitable access to resources (see Key Insight 4).

Accelerating industrial transformation requires coordinated global efforts (see Key Insight 1), robust regulatory frameworks and harmonized international standards (see Key Insight 5) to facilitate private sector participation. Mobilizing capital for large-scale investments and fostering innovation will be crucial to advance the twin transition. Workforce development and reskilling are equally critical to equipping industries with the expertise needed for sustaining green technologies (see Key Insight 2). By addressing these barriers and driving sustainable innovations, countries can seize the opportunities of the energy transition for economic diversification and sustainable growth.

The discussions at MIPF 2024 emphasized the need for an enabling environment to support decarbonization, financing and technical cooperation. Key challenges highlighted included developing effective policy frameworks (see Key Insight 5), establishing suitable international standards and practices, and mobilizing investment strategies to accelerate transformation. Participants underscored the importance of global collaboration (see Key Insight 1), resource sharing and equitable access to transformative technologies to deploy innovative solutions and advance a low-carbon, resilient and inclusive industrial future.

FIGURE 3. LINKING MIPF KEY INSIGHTS TO ENERGY TRANSITION AND INDUSTRY TRANSFORMATION

Note: This figure highlights the connection between the key insights that emerged from the MIPF discussions and the thematic workstream “Energy transition and industry transformation”.

2.3 Resilient and Sustainable Supply Chains

The COVID-19 pandemic and ongoing geopolitical tensions have exposed the vulnerabilities of highly globalized and interconnected supply chains, prompting a shift towards prioritizing diversification, flexibility and the capability to recover quickly from disruptions. As sustainability becomes increasingly central to business and policy agendas, achieving a balance between robust supply chains and environmental responsibility has emerged as a key challenge (see Section 2.2). Addressing this requires innovative strategies, cohesive policies and collaborative efforts across governments, the industrial sector and international organizations (see Key Insight 1).

Diversifying suppliers and production locations can enhance flexibility but demands careful logistical planning and cost management. Integrating circular economy principles—such as resource efficiency, recycling and waste reduction—can further strengthen supply chains by reducing dependency on finite resources, cutting costs and aligning with environmental objectives (see Section 2.2).

Policymakers play an important role in shaping industrial policies that incentivize innovation, promote sustainability and support critical infrastructure development. Public-private collaboration is crucial for channelling investments into infrastructure and fostering supportive regulatory environments (see Key Insights 4 and 5). The private sector, in turn, can accelerate the adoption of digitalization, automation, and other resilience-enhancing technologies (see Section 2.1). Moreover, international organizations can facilitate cross-border collaboration (see Key Insight 1) and establish harmonized regulations (see Key Insight 5) to ensure a level playing field for all stakeholders.

Regional integration offers significant advantages for developing countries to strengthen supply chain resilience and promote economic growth. By tapping into regional markets, optimizing resource use and leveraging regional trade agreements, countries can establish localized supply chains that are less susceptible to global disruptions (see Key Insight 7). Regional integration also boosts economic stability by facilitating trade, improving resource efficiency and fostering resilient industrial ecosystems (see Key Insight 4).

PPPs and innovative financing mechanisms are necessary to bridge investment gaps, particularly for SMEs, enabling them to adopt sustainable practices and remain competitive. Additionally, fair and transparent international trade practices (see Key Insight 5) are essential for fostering equitable, ethical supply chains. Robust monitoring and enforcement mechanisms ensure compliance with ethical standards, prevent unfair practices and promote sustainability (see Key Insight 4).

Key focus areas for discussion at MIPF 2024 included strategies to build supply chain resilience in critical extractive industries such as minerals, aluminum and other natural resources, agriculture and food production; integrating circular economy principles to enhance supply chains; addressing infrastructure and financing gaps; and establishing transparent trade frameworks to encourage sustainable practices (see Key Insight 5).

FIGURE 4. LINKING MIPF KEY INSIGHTS TO RESILIENT AND SUSTAINABLE SUPPLY CHAINS

Note: This figure highlights the connection between the key insights that emerged from the MIPF discussions and the thematic workstream "Resilient and sustainable supply chains".

Key Insights

Mr. Ciyong Zou, UNIDO (left) and H.E. Mr. Bandar bin Ibrahim Al-Khorayef, Saudi Arabia (right)

3. Key Insights and Takeaways from MIPF 2024

MIPF aims to help participants gain a deeper understanding of each other's industrial development needs, facilitate the identification and development of priority areas for collaboration, and design more effective industrial policies that enhance competitiveness and societal well-being across all countries.

Several key themes emerged during MIPF 2024, with three receiving particular attention and emphasis. First, participants advocated for stronger international and regional collaboration to more effectively address global and transboundary challenges. Strengthened partnerships are considered essential for successfully addressing global challenges that cannot be solved by any single country, regardless of its level of development, such as climate change, technological disparities and economic disruptions.

Second, there was an urgent call to prioritize workforce development through targeted reskilling and upskilling initiatives, with a special focus on youth as a key demographic for the future of industrialization. Third, participants emphasized the need to accelerate the twin green and digital transition, ensuring that these transformations are equitable and inclusive to achieve long-term sustainable development.

Beyond these priority areas, additional issues were raised that also deserve attention. These include building robust industrial ecosystems that integrate collaboration across all levels, innovation and sustainability to drive inclusive growth; establishing coherent regulatory frameworks and harmonized standards to streamline industrial practices and enhance global and regional trade; shifting the focus from policy design and formulation to effective policy implementation and monitoring, and finally, urging resource-rich developing countries to maximize the economic potential of their natural resources through local value addition and in-value addition.

As the international community navigates evolving challenges, UNIDO's leadership in advancing sustainable industrial development and the Organization's capacity to deliver robust industrial policy, provide capacity development services and develop scalable solutions remain essential for shaping a future-ready industrial landscape.

Note: The discussions on the three workstreams resulted in seven Key Insights.

From left to right: Mr. Hyung Hwan Joo, the Republic of Korea, H.E. Mr. Bandar Bin Ibrahim Al-Khorayef, Saudi Arabia, H.E. Mr. Qais Bin Mohammed Al Yousef, Bahrain, H.E. Ms. Fatma Thabet Chiboub, Tunisia, H.E. Ms. Mahasin Ali Yagoub Nozol, Sudan and Mr. Omar Suwaina Al Suwaidi, United Arab Emirates

Key Insight 1: Strengthening international and regional cooperation for transformative industrial development

Participants at MIPF 2024 stressed that addressing global challenges—including climate change, technological disparities, economic disruptions and growing inequalities—necessitates coordinated and unified efforts at both the regional and international levels. A collective approach is essential for driving sustainable transformative changes and unlocking shared growth opportunities, including integration into GVCs and building resilience (see Section 2.3). Such collaboration is also indispensable for technology and knowledge transfer. The following insights on the significance of collaboration, examples and recommendations were highlighted:

Deepening regional industrial integration plays an important role in expanding market size and enhancing competitiveness by connecting neighbouring economies. Such collaboration enables access to larger markets, promotes the sharing of resources and technologies and drives innovation. It also reduces trade barriers, lowers costs, and creates a more favourable business environment.

- Saudi Arabia is building complementary regional value chains by leveraging the strengths of neighbouring countries, such as Egypt's automotive industry and Jordan's pharmaceutical industry (see Section 2.3).
- Bahrain advocates for the alignment of industrial strategies within the Gulf Cooperation Council (GCC) to facilitate trade, advance free trade agreements (FTAs) and promote joint investments. Such alignment enhances financial support for businesses and industrial initiatives within the region, stimulates intra-regional trade and drives collective growth (see Key Insight 5).

- Sudan's cotton cultivation offers a solid foundation for the textile industry (see Key Insight 7), and the government has invested in infrastructure to stimulate exports and strengthen the local economy. Partnerships with both local and international companies aim to expand production capacities and market access. Sudan has also entered into technical cooperation agreements with international development organizations to enhance industrial technologies and skills, focusing on digital innovation (see Section 2.1) and infrastructure. By integrating its resources with those of other Arab countries, there is significant potential to boost regional industrial collaboration and capitalize on shared capabilities.

Sharing knowledge and resources enables developing countries, in particular, to leverage new technologies and best industrial practices. International organizations such as UNIDO play a key role in facilitating knowledge transfer and in helping Member States design and implement industrial policies tailored to their unique needs.

- The UN Technology Bank for Least Developed Countries, for example, has facilitated technology transfer and collaboration between centres of excellence from Türkiye and The Gambia with the aim of strengthening The Gambia's agricultural sector through advanced technologies for harvest management and food processing.

- Guinea is currently collaborating with several international organizations and companies in the development of its mining and bauxite industries, while the successful development and operation of hydroelectric dams, including Souapiti and Kaléta, were achieved through effective international collaboration. Guinea also collaborated extensively with partners in the Global South to align their public policies with the SDGs.

- Bhutan emphasized that partnerships and collaboration were central to achieving its goal of graduating from LDC status. By strategically leveraging support from the United Nations (UN) system and engaging its traditional development partners, Bhutan was able to drive significant progress across key areas of development, including hydropower, sustainable tourism and digital technologies. These partnerships facilitated access to resources, technical expertise and capacity development initiatives, enabling the country to effectively address its unique challenges and advance its socio-economic growth.

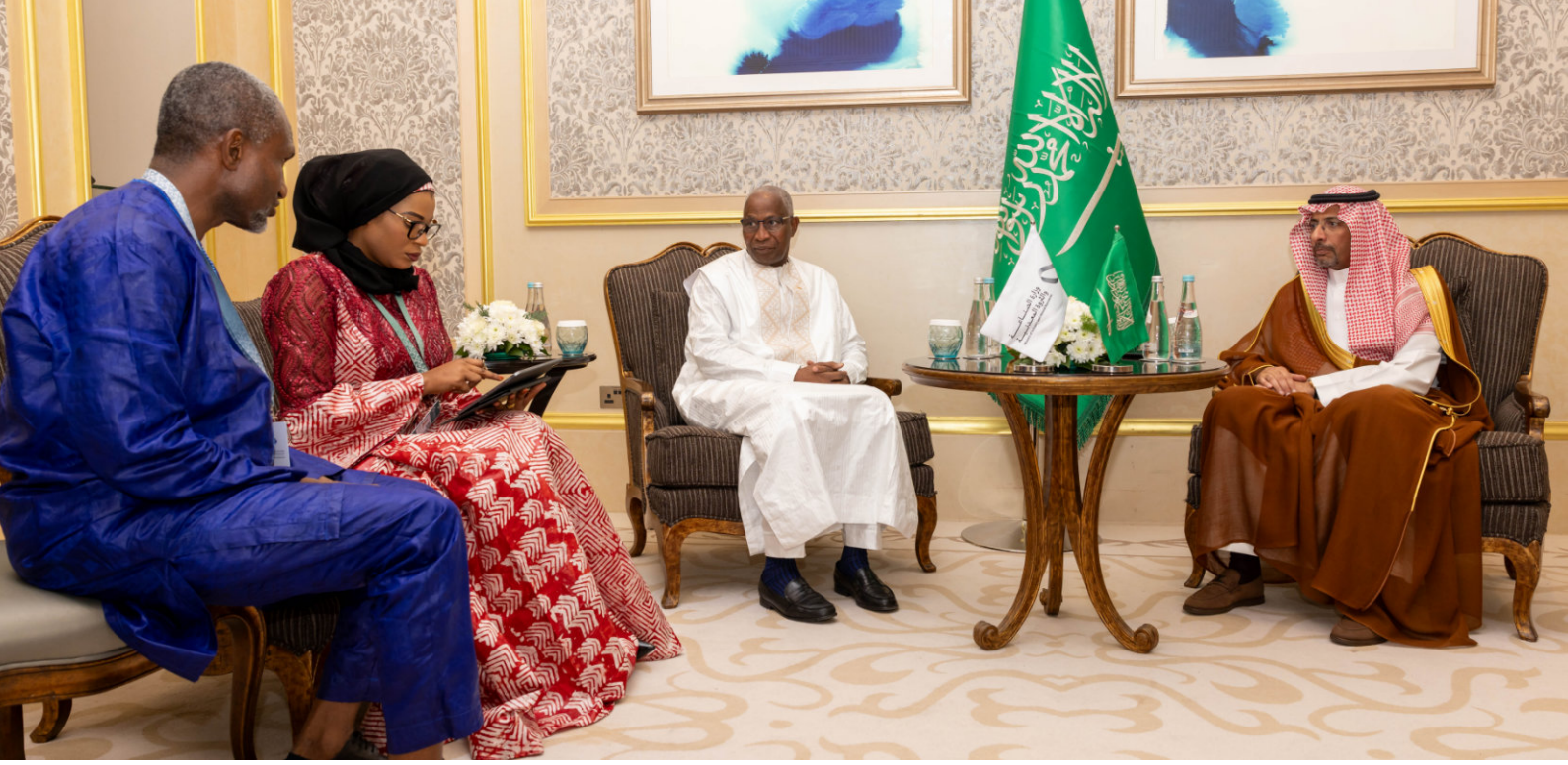
Closing the digital divide requires the establishment of robust innovation ecosystems and targeted global efforts to ensure affordable, equitable access to technology (see Key Insight 3). This includes investing in digital infrastructure and facilitating the transfer of advanced technologies to developing countries to enable them to leapfrog traditional industrial processes and adopt advanced manufacturing systems.

- Initiatives such as UNIDO's Global Alliance on AI for Industrial Manufacturing (AIM) or the Global Development Initiative Partnership on New Industrial Revolution (GDI) proposed by China foster inclusive partnerships and accelerate the deployment of new technologies (see Key Insight 3). Technology transfers must be accompanied by capacity development programmes to ensure that countries can effectively utilize these new technologies (see Key Insight 2).

- Siemens Saudi Arabia advocates for an upskilling and reskilling approach to ensure that employment opportunities remain available as automation and AI replace manual and routine jobs (see Section 2.1 and Key Insight 2).

- The Republic of Korea synchronized the growth of its heavy industries and information and communications technology (ICT) sector with the expansion of technical education and engineering programmes, ensuring a consistent supply of skilled technicians and engineers (see Key Insight 2). This approach facilitated technology adoption, innovation and inclusive growth.

The second edition of the MIPF took place in Riyadh, Saudi Arabia.



Delegate from Guinea (left), H.E. Ms. Diaka Sidibe, Guinea (second from left) and H.E. Mr. Amadou Oury Bah, Guinea (centre) meeting with H.E. Mr. Bandar Bin Ibrahim Al-Khorayef, Saudi Arabia (right)

Key Insight 2: Empowering tomorrow: Cultivating future-ready human capital

Human capital development is a cornerstone of sustainable and inclusive industrial growth. Equipping the workforce with the skills needed to navigate the ever-evolving industrial landscape—particularly in the context of industrialization, digital transformation and sustainability—and ensuring that curricula align with labour market needs and industry requirements is crucial. Participants at MIPF 2024 highlighted the importance of investment in continuous education and targeted training programmes to empower all segments of society to effectively contribute to and benefit from economic progress. The active inclusion of youth—in particular the 90 per cent residing in developing countries—is essential, given that they represent a dynamic and largely untapped reservoir of talent in these countries.

Coordinated, collaborative and inclusive efforts are essential for driving human capital development. This requires active engagement between the government, private sector, educational institutions and civil society to develop a resilient workforce that is inclusive of all segments of society, ensuring equitable access to education, training and professional opportunities.

- Bahrain regularly updates its regulations and legislation to maintain an investor- and business-friendly environment (see Key Insight 5). This includes ensuring availability of the knowledge and human capital required by investors and prioritizing funding for technical and vocational education and training (TVET) institutions.

- The Democratic Republic of the Congo has restructured its education system to empower young entrepreneurs by providing comprehensive training and skills development, including financial education and improved access to funding.

- Liberia acknowledges that industrialization is intrinsically tied to skill building and capacity development, emphasizing the need for support for educational institutions and active collaboration with the private sector. Initiatives such as the Capabilities4Future Hub could be an initial step in equipping the country's youth with the skills needed to be industry-ready and contribute to society's development.

Skills development programmes should be tailored to local industries and technological trends to drive industrial development at the local and national level. As industries evolve, workers must be able to adapt to new technologies and processes to remain competitive, enhance productivity and contribute to sustainable growth. They must be equipped with future-ready skills, particularly in advanced technologies, including AI and automation (see Section 2.1).

- Saudi Arabia is establishing new academies to train workers in specific skills to meet investors' needs, e.g. shipbuilding skills. Siemens Saudi Arabia is leveraging the potential of digital transformation and is actively supporting the upskilling and reskilling of workers to enable job transitions and sustain employment opportunities.

- Russia's Rosatom, which specializes in nuclear power generation and is engaged in nuclear medicine, research and the development of advanced technologies, offers scholarships through its corporate university and trains local talent to implement its latest innovations (see Key Insight 4).

- The European Commission's BuildSkills Academy supports the construction sector's green and digital transition (see Key Insight 3) by enhancing TVET courses with transitional skills. It fosters partnerships between VET providers to align training with labour market needs, aiming to develop a European certification framework for such skills and establish centres of excellence with strong quality assurance (see Key Insights 4 and 5).

Targeted initiatives can unlock the full potential of SMEs, which represent around 90 per cent of businesses and account for over 50 per cent of employment worldwide. Some of the greatest challenges SMEs face are the high costs of adopting digital solutions and finding workers with the necessary skills to operate new technologies. By effectively addressing these barriers, SMEs can be empowered to significantly contribute to economic growth, the generation of jobs and innovation.

- The United Arab Emirates' (UAE) Industry Technology Transformation Index assessed technology implementation and sustainability across different businesses, and developed a transformation roadmap for each business assessed, which were linked to financial incentives to drive momentum for change. The UAE offers training for assessors to apply the Index at local, regional and global levels (see Key Insight 1). Moreover, its Champions 4.0 programme, initiated by the Ministry of Industry and Advanced Technology (MoIAT), is designed to support SMEs in adopting advanced technologies and integrating into the Fourth Industrial Revolution (4IR). By joining the network, SMEs gain access to a range of resources and support mechanisms aimed at enhancing their technological capabilities and competitiveness (see Key Insights 3 and 4).

- UNIDO facilitates the transfer of cutting-edge technologies to developing countries, enabling them to leapfrog traditional industrial processes and adopt advanced manufacturing systems. The Organization collaborates with educational institutions, governments and the private sector to deliver specialized trainings in AI, robotics, data analytics and other key areas designed not only to enhance productivity, but to also generate decent jobs, particularly for youth and women who are often underrepresented in the industrial workforce (see Key Insight 1).

- In Morocco, the establishment of regulatory frameworks has played a crucial role in promoting responsible business practices, helping SMEs navigate evolving standards, while ensuring they receive the necessary capacity development support and training to achieve compliance (see Key Insight 5).

Harnessing the potential of youth for economic growth and innovation is indispensable. Developing countries and LDCs, where a significant share of the population under the age of 30 resides, can leverage this demographic advantage by investing in education, skills development and entrepreneurial opportunities that align with market needs. Collaborative efforts between the government, private sector and educational institutions can create robust ecosystems that empower youth to contribute actively to their economies and sustainable industrial development, and to drive the twin digital and green transition (see Key Insights 3, 4 and 5).

- Pakistan, with 60 per cent youth population, is focusing on enhancing productivity by equipping young people with technology and skills training. Various institutions at both the provincial and federal levels are actively providing education and training in advanced technologies, empowering youth to effectively contribute to the country's development.

- Guinea's Vision 2040 focuses on providing employment opportunities for young Guineans, creating business prospects for local companies and prioritizing the transfer of skills and technology to enhance youth training.

- The Democratic Republic of the Congo, with its vast mineral wealth and a young population of over 100 million, is prioritizing the creation of millions of jobs and the promotion of entrepreneurship among its youth population, aligned with the country's industrial development goals.

MIPF participants outside of the plenary hall

HRH Prince Abdulaziz Bin Salman Al Saud, Saudi Arabia, the guest of honour

Key Insight 3: Accelerating the green and digital twin transition: A crucial step towards building sustainable industries

Advancing the green energy and digital transitions—which are intrinsically linked—calls for comprehensive strategies and targeted policies to replace fossil fuels with renewable energy sources; promote sustainable manufacturing practices, particularly among heavy emitters such as steel, cement and chemicals; and mobilize substantial investments in infrastructure, green technologies and in research and development (R&D). Equally important is the cultivation of green and digital skills across all segments of society (see Key Insight 2). Achieving these ambitious objectives while ensuring that the twin transition is just, equitable and inclusive to foster growth and societal well-being, requires a coordinated effort across national, regional and global levels, underpinned by collaboration and a shared commitment. Participants highlighted the following issues:

A holistic approach, supported by targeted policies, is essential for achieving the twin transition, while attracting the substantial investments needed to drive this transformation. Such policies should incentivize the supply of green products through measures such as support programmes for businesses and incubators, and increase demand for green products (e.g. through green public procurement and initiatives that encourage widespread willingness to pay the "green premium"). Member States are implementing a range of strategies and policies to advance the twin transition.

- Saudi Arabia's Green Initiative commits to achieving net-zero emissions by 2060, with 50 per cent of energy needs already being derived from renewables. To support the twin transition (see Section 2.2), initiatives have been introduced to encourage and incentivize businesses to adopt Industry 4.0 technologies. The country's steel industry, for example, has already adopted direct reduced iron (DRI) technology, decreasing the industry's CO_2 emissions by 50 per cent. Saudi Arabia is also planning to increase the use of hydrogen in industrial processes and to enhance carbon capture utilization and storage (CCUS).

- China is focusing on accelerating electrification, fossil fuel substitution and R&D in technologies such as CCUS to reduce emissions in heavy industries. Meeting the Paris Agreement targets demands a significant scale-up of low-carbon investments globally (e.g. China invested USD 670 billion in 2022) and the creation of diversified green financial systems, including green bonds and funds. Synergies between governments and the private sector (see Key Insight 4), bolstered by financial incentives such as subsidies and carbon pricing, are essential to drive the twin transition. Additionally, establishing role models, such as green factories and sustainable supply chains, backed by targeted financial support, represents a key strategy to accelerate industrial transformation and energy sustainability.

- Poland's energy transition focuses on increasing the share of renewable energy and green technologies, and enhancing energy efficiency in key industries, including manufacturing and agriculture. A significant portion of funds under the post-COVID recovery and resilience plan has been directed towards incentivizing sustainable practices and circular economy models, with targeted support for SMEs.

- As part of its strategies to graduate from LDC status, Bhutan focused on leveraging its identified potentials, including investing in hydropower. This has resulted in an abundant supply of clean renewable energy that is driving the country's industrial growth, and providing 100 per cent of the country's rural electricity at subsidized rates, thereby supporting the rural poor.

Developing robust legal frameworks and regulations is essential to guide and support the green and digital transition. Such frameworks ensure that technological advancements align with environmental sustainability goals, ensuring compliance with regulations that govern intellectual property and data security, thus promoting a cohesive approach to economic and ecological development. These regulations must be regularly reviewed, updated and closely monitored to ensure ongoing compliance and relevance (see Key Insight 5).

- Morocco's new investment regulations have redefined eligibility criteria for investment projects and provide a framework for targeted subsidies. These new criteria emphasize key areas such as gender parity, water resource conservation, circular economy principles, decarbonization and innovation.

- The UAE is actively advancing international collaboration on the decarbonization of cement and concrete through the Cement and Concrete Breakthrough Agenda, with a strong focus on establishing standards, certification and demand stimulation. Clear definitions of emissions, such as blue, green and grey and attaching these to a premium, and standardization are crucial for accelerating the net-zero objective (see Key Insights 1 and 5).

- Germany has implemented sustainability provisions to align with recent European Union (EU) regulations, including the EU Green Deal, the Supply Chain Due Diligence Act and the EU Corporate Sustainability Due Diligence Directive. These measures encourage large companies operating within the EU to integrate sustainability into their business strategies and establish mandatory due diligence processes. The Federal Ministry of Economic Affairs provides financial support for these initiatives in Germany (see Key Insight 5).

The success of the twin transition hinges on strong multi-stakeholder partnerships (see Key Insight 4) to ensure that policies, regulations and standards are effectively implemented at all levels (see Key Insight 6) and that core values are upheld throughout the digital and green transformation process.

- The Organisation for Economic Co-operation and Development's (OECD) Initiative for Global Production Transformation and Development is a platform that engages policymakers, the private sector and academia to discuss policy issues and enhance cooperation across countries. It emphasizes the importance of collaboration between different ministries and sectors to achieve effective industrial policy (see Key Insight 4).

- The Government of Saudi Arabia is working in partnership with the King Abdullah University of Science and Technology, the private sector and research centres globally to reduce the limestone content in its cement production, which accounts for approximately 70 per cent of the country's emissions (see Key Insights 1 and 4).

- At the international level, the UAE supports the Industrial Transition Accelerator (ITA), an initiative aimed at accelerating decarbonization. The ITA collaborates with governments, industries and financial institutions (see Key Insight 4) to stimulate demand for low-carbon products and unlock investments in green industrial projects. In the Middle East and North Africa (MENA) region, the ITA has partnered with the UAE's Ministry of Industry and Advanced Technology to advance these objectives (see Key Insight 1).

Targeted policies and training for businesses, especially SMEs, are essential to address job displacement. SMEs play an important role in driving innovation, fostering competition and creating employment opportunities, thereby sustaining competitiveness in global markets and contributing to the growth of local economies. Implementing policies that improve access to finance, provide entrepreneurship training and deliver business development services empowers SMEs to adapt to economic shifts, technological advancements and sustainability criteria, thereby reducing the risk of job losses often associated with the twin transition (see Key Insight 2).

- Morocco's automotive industry has witnessed significant growth, with local SMEs playing a crucial role in its expansion. The government actively encourages SMEs to integrate digital technologies into their operations, aiming to enhance efficiency and competitiveness. To support this modernization, the government offers financial assistance and incentives, including tax breaks and investment subsidies, to help SMEs adopt resource-efficient technologies and modernize their business models.

- Oman's Manufacturing Strategy 2040, developed in collaboration with UNIDO and various stakeholders (see Key Insight 4), including SMEs, aims to transform the country's manufacturing sector into a modern, technology-driven industry. The strategy focuses on diversifying into technology and knowledge-driven activities; expanding into regional and new markets; adopting advanced technologies; fostering a culture of innovation; enhancing skills and education (see Key Insight 2), and improving governance and policy frameworks (see Key Insight 5). These initiatives are designed to reduce dependence on natural resources, position Oman as a global competitor, and drive economic growth and innovation.

- The Philippines' Vision 2040 roadmap emphasizes inclusive growth by empowering SMEs to embrace the digital economy and new technologies. Key policies focus on improving digital infrastructure, enhancing skills (see Key Insight 2) and promoting digital platforms. Initiatives such as the Digital Transformation Development Policy Loan (DPL) and the Micro, Small and Medium Enterprise (MSME) Development Plan 2023–2028 aim to boost SME resilience, integrate them into digital ecosystems and enhance competitiveness (see Key Insight 4).

UNIDO booth at MIPF exhibition "Accelerating SDGs through Industry"

From left to right: Moderator Ms. Gillian Joseph, Mr. Alexey Gruzdev, the Russian Federation, H.E. Mr. Namgyal Dorji, Bhutan, and H.E. Mr. David Herizo Ralambofiringa, Madagascar

Key Insight 4: Building robust industrial ecosystems through multi-stakeholder partnerships to address shared challenges

An industrial ecosystem is a holistic framework that fosters collaboration, innovation and sustainability to create a resilient industrial landscape. Governments play a key role by shaping policies, infrastructure and regulatory frameworks, while the private sector drives innovation, attracts investment and promotes cross-sector collaboration in R&D. A strong industrial ecosystem integrates diverse stakeholders, including government, private sector, academia and civil society. By developing such ecosystems, countries and businesses can achieve sustainable growth, foster innovation and enhance competitiveness. Multi-stakeholder partnerships foster knowledge sharing, resource mobilization and collaborative efforts to address global challenges. Some examples of such holistic approaches between multiple partners were discussed at MIPF 2024.

Collaboration across different sectors and entities can drive industrial growth by nurturing innovation, pooling resources and addressing shared challenges through collective expertise and coordinated efforts. Such partnerships bring together different stakeholders to align objectives, mobilize investments and ensure sustainable development.

- Saudi Arabia's National Industrial Development and Logistics Program (NIDLP) integrates multiple sectors—mining, energy, industry and logistics—to enhance the country's competitiveness and drive supply chain resilience. For example, the Royal Commission for Jubail and Yanbu (RCJY) plays a leading role in transforming gas into valuable products and in developing industrial cities, driving economic growth and diversification in Saudi Arabia. It collaborates

with national and international stakeholders, including investors and global partners, to ensure a synchronized approach to industrialization, focusing on sustainability and adherence to environmental standards (see Key Insights 2 and 5), driving economic growth and diversification in Saudi Arabia.

- The Renault Group Morocco has built a robust ecosystem in collaboration with the Moroccan government, enhancing the competitiveness of local automotive factories through aligned objectives. Currently, partnerships with approximately 250 local suppliers have led to a local integration rate of 65 per cent (i.e. nearly 65 per cent of parts used in the Group's vehicles are produced by suppliers based in Morocco) (see Key Insight 5). Morocco has multiplied its industrial turnover nearly fivefold, with industrial exports increasing sixfold. This impressive growth has been driven, on the one hand, by a clear long-term vision, and by strong PPPs, which are central to the country's industrial strategies, on the other hand.

- Bahrain's industrial strategy emphasizes advanced manufacturing through 4IR technologies, digital infrastructure investment and sustainable practices to achieve net-zero emissions by 2060. Key priorities include industrial integration, resilient supply chains and policies that drive growth and empower the manufacturing sector. Collaboration among national entities and with neighbouring countries (see Key Insight 1), procurement programmes, infrastructure development and special economic zones (SEZs) aim to create a seamless "plug and play" industrial environment. Bahrain continually updates its regulations to remain business- and investor-friendly (see Key Insight 5), solidifying its role as a gateway for industrial investments.

A strong industrial ecosystem relies on the active participation of the private sector, particularly SMEs. By focusing on value addition to natural resources and fostering entrepreneurship (see Key Insight 7), countries can drive economic diversification, generate jobs and promote sustainable growth.

- Guinea acknowledges the crucial role of the private sector, especially SMEs, in developing a robust industrial ecosystem. The country is placing significant emphasis on diversifying its economy by transforming rich reserves of mining and agricultural products through value addition (see Key Insight 7), moving beyond traditional extractive practices. A supportive ecosystem has been established to drive this transformation, encompassing capacity development, financing opportunities, market access and a robust performance monitoring system. This integrated approach aims to foster entrepreneurship, particularly among the youth, promoting sustainable economic growth and creating job opportunities (see Key Insights 3 and 5).

- Germany's "Mittelstand Digital Initiative" empowers SMEs to embrace digital transformation and adopt sustainable practices. By fostering partnerships between SMEs, the government and industry associations, the initiative boosts competitiveness through knowledge exchange and technology transfer. Operating as a "one-stop-shop", it provides comprehensive support to SMEs across all sectors and levels of digitalization through a network of centres located nationwide. These centres assist businesses in evaluating their digital readiness, creating tailored digitalization roadmaps and implementing specific actions. Offered free of charge, the initiative seeks to close the digital gap between SMEs and larger corporations, ensuring smaller businesses thrive in an increasingly digital economy.

Strategic long-term roadmaps are essential for fostering sustainable economic growth, improving quality of life, and ensuring resilience against future challenges. Such frameworks guide consistent progress across multiple industries and administrations.

- The Philippines' Vision 2040 roadmap focuses on sustaining economic growth to create opportunities and improve quality of life, investing in education and health to develop a skilled and innovative workforce, and enhancing infrastructure to support economic activities and connectivity. Moreover, it emphasizes strengthening social protection systems to ensure access to basic services and resilience against economic shocks, while promoting sustainable practices to preserve the environment and natural resources. These strategies are designed to be implemented across multiple administrations, serving as a guide for development planning to ensure consistency and stability in the country's progress.

- Saudi Arabia's government prioritized future global outlooks before establishing the necessary entities and institutions to drive industrial growth. Large industries, such as polymer production, were developed first, with revenue from chemicals and minerals supporting downstream industries across the country. Consulting houses were then created to guide investors and optimize investment success. As the focus shifted to exports, an export authority and the Saudi Export-Import (EXIM) Bank were established to support both national and international investments, ensuring long-term economic expansion.

- Over the course of 50 years, Bhutan successfully implemented a well-designed industrial policy based on its holistic development philosophy known as "gross national happiness". This approach emphasized the importance of balancing economic growth with the well-being of people and the planet. Bhutan achieved its goal of graduating from LDC status by focusing on a holistic development strategy that integrated economic, social and environmental factors; leveraging renewable energy, particularly hydropower, to fuel industrial growth and provide affordable electricity to rural areas (see Key Insight 3); promoting exports to generate revenue, which was reinvested in crucial sectors such as health and education, leading to positive social outcomes, and fostering partnerships with the UN and traditional development partners to enhance progress (see Key Insight 1).

Knowledge-sharing promotes collaboration and the exchange of insights among stakeholders, helping policymakers identify emerging trends and issues to inform policy design, enabling timely adaptations. By adopting best practices and diverse perspectives, knowledge sharing strengthens policies, making them more resilient and relevant. This leads to more sustainable outcomes, as policies can evolve to address future challenges and promote long-term stability.

- The OECD's Production Transformation Policy Review (PTPR) series developed, inter alia, with UNIDO, engages multiple ministries, academia and private sector representatives to design tailored industrial policy advice to address specific challenges. For example, the OECD guided Togo in leveraging the power of digitalization, Egypt in enhancing its agricultural sector, and Chile in advancing green mining initiatives. The PTPR is based on a structured, three-pronged approach: developing streamlined methods to measure progress, sharing knowledge to improve policies and attract private sector investments, and supporting ISID.

From left to right: Mr. Abdulaziz A. Alhawwash, Saudi Arabia, Mr. Khaled Almudaifer, Saudi Arabia, Ms. Zhang Xiaoyan, China, H.H. Princess Mashael Saud al-Shalan, Saudi Arabia and Mr. Artem Asatur, the Russian Federation

Key Insight 5: Enhancing policy coherence through common frameworks and harmonized standards

Common policy frameworks and harmonized standards facilitate trade between countries by lowering barriers and ensuring that products meet specific quality and safety requirements across different markets; they reduce the complexity and fragmentation of supply chains, thus making them more robust against disruptions; contribute to investment attraction by creating a predictable and stable environment for investors, and support economic diversification by enabling countries to more effectively integrate into GVCs.

Providing a clear framework within which businesses can operate allows them to focus on developing innovative and tailored processes that comply with established international standards and promote competitiveness.

Aligning industrial strategies and incentives at the regional level through economic and political alliances strengthens cooperation and integration among member states. This approach enables countries to pool resources, share knowledge and collaborate on large-scale projects. It also ensures more balanced economic growth and helps address shared challenges, leading to stronger, more resilient economies.

- The GCC aims to boost inter-Arab trade and its member states' competitiveness. This alliance enables economies of scale, facilitates the negotiation of FTAs with other countries or blocs, and facilitates the attraction of global investment. Aligning industrial policies and fostering synergies can enhance each member's strengths, strengthen value chains, and unlock new market opportunities.

- Guinea's strategic priorities include agriculture, the food industry and commerce as critical drivers of economic development. To support this, a 707 km cross-border railway corridor is being developed to improve the transportation of goods and services, connect remote areas, and foster the establishment of industrial agro-hubs. Additionally, Guinea is investing in its education system to cultivate a skilled and competitive workforce (see Key Insight 2), which is essential for meeting the demands of regional trade under frameworks such as the African Continental Free Trade Area (AfCFTA) and the Economic Community of West African States (ECOWAS).

Promoting harmonized standards and robust quality infrastructure facilitates trade by ensuring quality consistency and compatibility across different countries and regions. This helps create a level playing field for businesses in international trade and enhances their competitiveness.

- UNIDO's Quality Infrastructure Index measures how countries' quality infrastructure (QI) contributes to the SDGs. The Organization has developed tools that can be used at the policy level to strengthen QI and support SMEs, in particular, to access markets.

- Tunisia, as the first Arab nation to sign an FTA with the EU and a key participant in the Agadir Agreement, aims to eliminate tariffs on industrial and agricultural goods, thereby boosting trade flows and economic integration. The harmonization of legislation on standards and customs procedures with the EU has further streamlined trade, enhancing efficiency and fostering closer economic ties.

- In Colombia, MinComercio ensures the private sector's alignment with the government's economic priorities. By providing businesses with the necessary regulations and standards, MinComercio enables them to efficiently integrate these into their production processes. The National Institute of Metrology is advancing its measurement and calibration capabilities to support labs nationwide, helping businesses demonstrate compliance with market standards. As part of the national reindustrialization policy, the Quality for Reindustrialization initiative has been launched to assist businesses in meeting international market requirements. This programme offers support with certifications and partially covers associated costs, enhancing the global competitiveness of Colombian businesses and facilitating their entry into international markets.

Creating a regulatory framework to foster responsible business practices is essential for firms to remain competitive in international markets. Such a framework helps businesses comply with international standards on issues including environmental protection, labour rights and corporate governance. By adhering to these regulations, firms can build trust among consumers, investors and partners, ultimately enhancing their reputation and competitiveness in global markets.

- Saudi Arabia's QI framework prioritizes coordinated collaboration among several entities, including the Saudi Accreditation Center, standardization bodies, and agencies responsible for metrology and conformity assessment. Despite their distinct roles, these entities work together in harmony, alongside market surveillance and government departments such as MIM, to ensure compliance with national and international standards (see Key Insight 4).

- Mozambique has established a Quality Council to oversee the implementation of national quality policy. The policy encompasses the public and private sectors as well as academia, ensuring a comprehensive approach to quality management. Recognizing the critical role of the private sector as the primary user of quality standards, the government collaborates with all stakeholders to define strategies that align with international standards. This inclusive approach fosters a shared commitment to quality, enabling the development and adoption of standardized practices across sectors (see Key Insight 4).

- China has focused on establishing clear rules and setting industry role models to drive the country's energy transition and industrial transformation. By identifying exemplary green factories, products, supply chains and industrial zones annually, the government fosters best practices and innovation. These role models serve as benchmarks for other industries and receive targeted support. For instance, a list of approved green factory programmes is shared with banks, enabling financial institutions to provide dedicated support. This approach ensures the alignment of financial resources with sustainability objectives, accelerating progress towards green industrial development (see Key Insight 3).

MIPF exhibition

H.E. Mr. Rana Tanveer Hussain, Pakistan (right) networking

Key Insight 6: Intensifying support for effective industrial policy implementation in developing countries

Effective policy coordination and implementation remain a major challenge, particularly for developing countries, where substantial support is needed to advance their development agendas. Successful policy implementation requires, among others, well-functioning institutions, robust policy coordination, a skilled workforce, and a clear understanding of the necessary sequencing for policies to achieve their intended impact—elements that are often lacking in developing countries, particularly in those at early stages of industrial development.

Building institutional capacity through tailored technical training equips policymakers with practical strategies for translating policies into actionable measures that are adapted to each country's unique challenges and economic context.

- Oman's Manufacturing Strategy 2040 focuses on enhancing institutional capacities to support the country's economic vision and position manufacturing as a key driver of the economy, leveraging targeted capacity development initiatives to ensure effective implementation and accelerate sustainable growth in the sector.

- UNIDO's operational strategy for LDCs (2022–2031) aligns with the strategic objectives of the Doha Programme of Action and emphasizes the strengthening of institutional capacities and technical knowledge base within LDCs. This includes building robust institutional frameworks; defining clear roles and responsibilities; enhancing coordination among government agencies, and promoting transparency and accountability in policy implementation. These efforts aim to create the foundational conditions necessary for effective industrial policy execution and long-term development.

Data quality and data reliability are essential for informed decision-making, effective policy formulation and achieving sustainable development, particularly in industrial contexts. Accurate data allows for better assessments, forecasts and targeted investments. In industries, reliable data optimizes processes, improves efficiency, and ensures compliance with standards.

- Madagascar highlighted its critical need for accurate and reliable data to strategically guide investments tailored to the unique needs of different regions in the country. However, data collection is extremely challenging, as only 15 per cent of the economy is currently formalized. Accurate information and data are crucial for attracting investors, for crafting targeted calls for tenders and for the successful expansion of SEZs, where robust monitoring and control mechanisms are important to ensure effectiveness. Investments in data infrastructure are therefore crucial for fostering the country's industrial growth and regional development.

Inter-ministerial coordination among different government ministries and departments, as well as collaboration with the private sector play an important role for formulating a cohesive industrial strategy that aligns with national objectives and fosters successful policy implementation.

- Saudi Arabia's National Industrial Development and Logistics Program (NIDLP), which is part of the country's Vision 2030, fosters inter-ministerial coordination and cooperation in achieving economic diversification and sustainable growth. By integrating the mining, energy, industry and logistics sectors, NIDLP aims to maximize synergies, streamline value chains and enhance economic resilience. Such cross-sectoral collaboration fosters innovation and accelerates progress towards SDG 9, while optimizing the use of infrastructure and investment. Shared infrastructure and a strong logistics network, well-connected to industrial cities, energy hubs and ports, are key to diversifying exports and reducing supply chain bottlenecks. Coordinated efforts across ministries and sectors ensure that 4IR technologies and increased local content are leveraged to attract investments, improve energy efficiency, and drive sustainable industrial transformation.

MIPF 2024 venue

From left to right: Moderator Mr. Abdullah Alrakies, Saudi Arabia, H.E. Mr. Rana Tanveer Hussain, Pakistan, H.E. Ms. Diaka Sidibe, Guinea, H.E. Mr. Louis Kabamba Watum, Democratic Republic of the Congo, H.E. Mr. Hamad al Alsheikekh, Saudi Arabia, and Mr. Xiong Jijun, China

Key Insight 7: Empowering developing countries: Strengthening capacity for local value addition and maximizing the economic potential of natural resources

Mineral- and resource-rich developing countries should be encouraged to focus on value addition to transform their resources into a competitive advantage, with an emphasis on fostering innovation and R&D. The priority should be on local value addition and in-value addition. Local value addition entails increasing the economic benefits derived from raw materials and resources by processing them into higher-value products within their region of origin, thereby stimulating local industries and creating jobs. In-value addition, on the other hand, emphasizes further enhancing the intrinsic value of products, services or industries by harnessing specialized knowledge, expertise and advanced technologies.

Unlike traditional value addition, which primarily focuses on physical transformation or production, in-value addition prioritizes enhancements that elevate a product's desirability, functionality or market competitiveness, e.g. branding a product as a fair trade good. Industrial policy can help developing countries and LDCs add value to their substantive natural resource base and agro-products. One significant challenge faced by LDCs is the risk of exploitation when entering GVCs. Appropriate mechanisms should be established that protect their minerals and other natural resources from exploitation, ensuring they derive genuine economic benefits.

Enhancing value-added processes and strengthening local capabilities can boost economic growth, generate employment opportunities, and enhance the country's competitiveness in the global marketplace.

- The World Trade Organization (WTO) supports trade initiatives aimed at mobilizing resources to help developing countries strengthen their trade-related infrastructure, thereby enabling more effective participation in global trading systems. A notable example is the C4Plus Cotton initiative in Burkina Faso, Chad, Mali and Côte d'Ivoire. This initiative focuses on enhancing cotton quality and productivity while scaling up value addition, such as transforming cotton fibres into textiles and garments. By mapping the potential of the cotton sector, WTO and UNIDO (see Key Insight 1) demonstrate how industrial policy reforms can catalyse sustainable development. These efforts create jobs and boost the economy and livelihoods.

- In its industrialization trajectory, Saudi Arabia prioritized effective internal policies and synchronized collaboration among entities to drive industrialization and attract foreign investment. By focusing on value addition at the national level, for example, in phosphate production, it has become a global leader in fertilizers, contributing to food security and broader economic goals. Leveraging its oil, gas and mineral resources has helped diversify the country's industrial sector, fostering opportunities for both SMEs as well as international companies and investors.

Leveraging innovation ecosystems for local value creation entails fostering networks of research institutions, industries and governments to drive technological advancements and entrepreneurship. By aligning innovation efforts with local needs and priorities, these ecosystems can stimulate the development of high-value products and services, boost domestic industries and create sustainable economic opportunities.

- Through its Innovation Capability Indicator, the World Intellectual Property Organization (WIPO) maps how innovation policies, tailored to specific economic and ecological contexts, can drive local value creation and development. For instance, both Brazil and Kenya have become agricultural hubs through targeted initiatives. Brazil transitioned from being a net importer of agricultural products to becoming the region's largest agricultural exporter and a leader in ethanol exports by leveraging innovation and policy reforms. Kenya, by building local innovation capabilities, is now advancing genetic technologies. Both countries benefitted from integrating government, the private sector and academia within their innovation ecosystems (see Key Insight 4) to transform industries, enhance local value addition and foster sustainable growth.

- The Democratic Republic of the Congo is focusing on diversifying its economy by adding value to its abundant mining and agricultural resources, moving beyond traditional extractive practices. A supportive ecosystem has been established, encompassing capacity building, financing, market access and performance monitoring to foster local value addition (see Key Insight 4). This approach aims to empower entrepreneurship, particularly among the youth, promoting sustainable growth and job creation while strengthening local industries for long-term economic resilience.

Agricultural and mineral resource integration for value addition entails the processing of raw materials locally to create higher-value products, thereby enhancing economic returns and fostering industrial growth. By establishing efficient supply chains and encouraging PPPs (see Key Insight 4), countries can maximize resource utilization, reduce export reliance on raw commodities and create more jobs.

- Madagascar's Industrialization Pact between the private and public sectors aims to reduce dependency on imports and promote local production. Key industries include agri-food, essential oils, textiles and energy, with the agri-food industry leveraging the country's abundant resources to drive value addition. Reforms such as updated investment laws and improved water resource regulations (see Key Insight 5) are rebuilding trust and encouraging investment. These efforts focus on strengthening local industries, enhancing economic resilience, and fostering sustainable growth through value-added activities.
- Sudan's vast agricultural and mineral resources offer significant potential for local value addition and economic growth. The government is focusing efforts on integrating agriculture with processing industries to boost productivity and create value-added products, particularly in cotton cultivation, which underpins the textile sector. Investments in infrastructure and partnerships with local and international companies aim to enhance production and expand market reach. In the mineral sector, emphasis is placed on optimizing exploration and adding value to extracted resources. Technical cooperation with international organizations supports skills development and industrial technologies, including digital innovation. By linking its resources with those of Arab countries, Sudan is fostering regional collaboration (see Key Insight 1) and further strengthening its industrial ecosystem (see Key Insight 4).

Mr. Sulaiman Almazroua, Saudi Arabia (right) and Mr. Khalid Alsalem, Saudi Arabia (far right) visiting the MIPF exhibition

UNIDO Director General Mr. Gerd Müller and H.E. Mr. Bandar Bin Ibrahim Al-Khorayef, Minister of Industry and Mineral Resources, Saudi Arabia, during the signing ceremony of the UNIDO-Saudi Arabia Strategic Cooperation Framework

4. Conclusion

The proceedings at MIPF 2024 emphasized the critical importance of regional integration and international collaboration as key drivers for sustainable industrial development, particularly in developing countries. The emphasis on stronger partnerships reflects an understanding that collective action is essential to address multifaceted challenges such as climate change, technological disparities and economic disruptions with global implications. A strong emphasis was placed on workforce development, highlighting the need for targeted reskilling and upskilling initiatives, particularly for youth, to ensure that the labour force is well-equipped to navigate the evolving industrial landscape.

Additionally, the dual transition towards green and digital economies was discussed as a fundamental step towards achieving long-term sustainability. This transition requires comprehensive strategies supported by robust policy frameworks and multi-stakeholder partnerships to ensure equity and inclusivity. The necessity of developing coherent regulatory frameworks and harmonized standards was emphasized as well, demonstrating their relevance in enhancing trade and investment attractiveness, while fostering competitive advantages for local industries.

The discussions at MIPF 2024 also revealed a trend towards maximizing local value addition, particularly in resource-rich developing countries, to foster economic resilience and empower local industries. This entails not only the physical transformation of resources but also in-value addition, which enhances market competitiveness through specialized knowledge, niche markets and innovation.

5. MIPF 2024: Paving the way for the industry of tomorrow

MIPF has been designed to advance UNIDO's mandate for ISID by fostering meaningful dialogue, knowledge exchange and closer collaboration among Member States, industry leaders and development partners. Through its format, the Forum facilitates the sharing of best practices and innovative solutions, aiming to catalyse action on key industrial policy issues aligned with the goals of the 2030 Agenda. The discussions on MIPF 2024's three thematic workstreams, "Artificial Intelligence, Digitalization and Automation in Manufacturing"; "Energy Transition and Industry Transformation" and "Resilient and Sustainable Supply Chains" highlighted major opportunities for advancing industrialization, particularly in developing countries and LDCs, while also addressing the risks and challenges associated with these transformations.

The international community plays an important role in ensuring that the benefits of these industrial advancements are equitably distributed. By fostering collaboration, sharing resources and offering technical assistance along with robust capacity development, international entities have the ability to empower countries to navigate the complexities of sustainable industrial development and become future-ready. At MIPF 2024 in Riyadh, participants shared and gained valuable insights on how to effectively leverage digital technologies, enhance energy efficiency and strengthen supply chain resilience to mitigate global disruptions.

AI, digitalization and automation in manufacturing: Empowering developing countries for a future-ready industry

Equitable access to transformative technologies remains a challenge, particularly for developing countries. International entities, such as UNIDO and its partners, play a crucial role in bridging this gap through technology transfer and capacity development initiatives. Programmes such as UNIDO's Global Alliance on AI for Industrial Manufacturing (AIM) foster collaboration among Member States, academia and industry, ensuring that AI solutions are tailored to local industrial contexts, while addressing potential risks such as job displacement.

Beyond technical support, international organizations provide policy and regulatory guidance, helping governments design and implement industrial strategies that align with global trends and meet local needs. Diagnostic tools and benchmarking frameworks assist in identifying policy gaps and evaluating industrial capacities, ensuring that digital transformation fosters both innovation and inclusivity.

Modernizing industrial practices also requires sustained investments in digital infrastructure, R&D and cross-border initiatives that facilitate the sharing of knowledge and resources. Through strategic PPPs, UNIDO supports the development of transformative projects that integrate AI, automation and smart manufacturing solutions into industrial processes, strengthening the competitiveness of developing economies.

Advancing the energy transition and industrial transformation to build an equitable future

Industries such as steel, cement and chemicals are among the largest contributors to global GHG emissions. Reducing their environmental footprint requires large-scale investments in clean energy technologies, improved energy efficiency and the adoption of renewable energy sources. UNIDO and its international partners play a critical role in supporting sustainable industrialization strategies by providing policy guidance and fostering the development of regulatory frameworks. These frameworks include emissions standards and incentive-based policies that encourage businesses to adopt green technologies. Additionally, demand-side policies such as carbon pricing and green procurement initiatives help stimulate investment in innovative low-carbon products and services, further accelerating the transition to a more sustainable industrial sector.

R&D efforts are essential for driving innovation in clean energy technologies, including carbon capture and hydrogen-based solutions. International collaboration is key to ensure the successful implementation of these advancements.

By facilitating cross-sectoral partnerships, UNIDO connects governments, industries and research institutions, creating an ecosystem that accelerates the adoption of sustainable industrial practices. Capacity development initiatives, such as the conceptualized Capabilities4Future Hub, equip workforces with the skills necessary for the green transition, ensuring that education and vocational training programmes align with the evolving demands of industry.

Global initiatives such as UNIDO's Industrial Deep Decarbonization Initiative (IDDI) demonstrate the impact of international organizations in promoting near-zero emissions solutions, particularly for hard-to-abate industries. Encouraging businesses to adopt international sustainability standards and certifications enhances their market competitiveness while fostering consumer and investor confidence in sustainable products. By integrating these strategies into industrial policy, developing economies can advance their energy transition efforts while ensuring an equitable and resilient future for their industries.

Future-proof supply chains: Building resilience and sustainability for long-term success

Resilient and sustainable supply chains are the backbone of future-ready industrial ecosystems, particularly in developing economies. Strengthening these supply chains requires a harmonized policy framework, common standards and enhanced quality infrastructure to facilitate trade, compliance with safety regulations, and reduced operational complexity. These measures enhance resilience against disruptions, create a predictable business environment and attract investments, ultimately supporting economic diversification and GVC integration.

International organizations such as UNIDO play a leading role in this process by offering technical assistance, policy guidance and capacity development programmes that help developing countries build strong, sustainable supply chains. UNIDO works with national governments and industry leaders to establish quality infrastructure systems that support industries in maintaining operational continuity in the face of external shocks.

A multi-stakeholder approach is essential for strengthening supply chains. Governments, private sector actors, academia and civil society must collaborate through platforms such as MIPF to exchange knowledge and develop coordinated strategies and solutions. UNIDO's efforts extend to supporting institutional capacity development, equipping workforces with technical and digital skills, and mobilizing financial resources to fund sustainable industrial initiatives.

Access to finance remains a key challenge for many developing economies in achieving supply chain resilience. By bridging the gap between developing countries, international donors and private investors, UNIDO helps mobilize financial resources, facilitating greater industrial competitiveness and long-term economic sustainability.

Turning dialogue into action

MIPF is not just a platform for discussion—it is an outcome-driven event where deliberations inform concrete actions. The insights garnered at MIPF 2024 will contribute directly to the 21st session of the UNIDO GC, scheduled to take place in Riyadh, Saudi Arabia, from 23–27 November 2025. Specifically, key takeaways from the Forum will shape the future of UNIDO's industrial policy advisory services, fostering regional cooperation, enabling mutually beneficial trade practices, and strengthening value chain integration of developing countries.

As global industrial landscapes continue to evolve, collaborative efforts between governments, international organizations and the private sector will be crucial in ensuring that industrial development is sustainable, inclusive and future-ready. MIPF 2024 has set the stage for deeper cooperation, meaningful policy innovation, and strategic investments that will shape the industry of tomorrow—ensuring that no country is left behind in the transition to a more resilient and sustainable future.

Rethinking the role of industrial policy in advancing the actions and recommendations emerging from MIPF will be important for developing countries. This process involves rebalancing national interests with greater regional coordination and collaboration. In parallel, there is a need to reflect on upgrading governance systems related to industrialization, from trade and investment to technology transfer and standards and regulations. Given the growing complexity of knowledge and skills required by policymakers to address these issues, novel approaches to building policy capacities within industrialization authorities are essential.

Forums such as MIPF will continue to offer nonpartisan dialogue, allowing the global community to identify and agree on mutually beneficial strategies aligned with the UN 2030 Development Agenda and its related SDGs. There is scope for international organizations such as UNIDO to introduce novel mechanisms for policy capacity development, support policy implementation, and facilitate policy learning through cooperation, continuous dialogue and engagement between Member States and other key industry stakeholders to drive ISID.


UNIDO
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التقدم عن طريق الابتكار
MULTILATERAL INDUSTRIAL POLICY FORUM
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Annex 1: Agenda

Day 1 - 23 October

Entertainment opening show
Plenary sessions
Opening remarks
Guest of honour speech
Official family photo
Ministerial round table 1: Towards an Arab industrial integration strategy - Insights & experiences
Ministerial round table 2: Leveraging industrial policy for SDG impact - Practical insights
Ministerial round table 3: Industrial policy for LDCS' graduation
High-level round table 1: AI, digitalization & automation in manufacturing
High-level round table 2: Energy transition & industry transformation
High-level round table 3: Resilient & sustainable supply chains
High-level officials tour of the exhibition
Side events

Day 2 - 24 October

KSA national industrial strategy journey & industry ecosystem	
International organizations: Supporting economic transformation through industrial policies	
UNIDO's Industrial Development Report: Regional launch	
Fireside chat 1: Saudi multilateral diplomacy	
Fireside chat 2: Artificial intelligence - Ethics and sustainability	
GAME CHANGER SESSIONS	
1A: Digitalization	1B: Quality infrastructure
2A: Artificial intelligence	2B: Productivity and jobs
1C: Green demand	1D: Clean energy transition
2C: Sustainable supply chains	
Signing ceremony	
Closing session	

Day 1, 23 October 2024

Opening remarks

- H.E. Mr. Bandar Ibrahim Alkhorayef, Minister of Industry and Mineral Resources, Saudi Arabia
- Mr. Gerd Müller, Director General, UNIDO

Masters of ceremony: Gillian Joseph and Fatimah Alshammari

Guest of honour remarks

- HRH Mr. Abdulaziz Bin Salman, Minister of Energy, Saudi Arabia

Keynote speech

- H.E. Mr. Amadou Oury Bah, Prime Minister, Guinea

Ministerial round table I: Towards an Arab industrial integration strategy – Insights and experiences

Panellists

- H.E. Mr. Bandar bin Ibrahim Al-Khorayef, Minister of Industry and Mineral Resources, Saudi Arabia
- H.E. Mr. Abdullah bin Adel Fakhro, Minister of Industry and Commerce, Bahrain
- H.E. Mr. Qais bin Mohammed bin Musa Al Yousef, Minister of Trade, Industry and Investment Promotion, Oman
- H.E. Ms. Fatma Thabet Chiboub, Minister of Industry, Mines, and Energy, Tunisia
- H.E. Ms. Mahasin Ali Yagoub, Minister of Industry, Sudan
- H.E. Mr. Omar Suwaina Al Suwaidi, Undersecretary of the Ministry of Industry and Advanced Technology, United Arab Emirates
- Moderator: Hyung Hwan Joo, Former Minister of Industry and Commerce, Republic of Korea

Description

This session explores the critical role of industrial policy coordination in fostering regional integration among Arab countries. By identifying key challenges and success factors, participants will gain valuable insights into strategies for enhancing economic cooperation and competitiveness within the region. The discussion encompasses a range of topics, including the harmonization of regulatory frameworks, the development of regional value chains, the promotion of industrial clusters, and the leveraging of regional resources for mutual benefit. Ultimately, this session contributes to the construction of a robust framework for Arab industrial cooperation, underpinned by a shared vision for sustainable and inclusive growth.

- Identifying shared industrial priorities and opportunities for regional cooperation.
- Highlighting the importance of harmonizing industrial policies and regulations to facilitate trade and investment.

- Assessing the impact of developing regional value chains and supply networks.
- Promoting industrial clusters and innovation ecosystems.
- Enhancing regional infrastructure and connectivity.
- Leveraging regional resources and capabilities for sustainable development.
- Building partnerships between governments, the private sector and development partners.

Questions

- How can Arab countries effectively leverage regional complementarities and comparative advantages to build robust and resilient industrial value chains that contribute to sustainable and inclusive growth?
- What are the key challenges and opportunities for fostering industrial innovation and technological advancement within the Arab region, and what role can regional cooperation play in accelerating this process?
- How can Arab countries balance the imperative of industrial development with the urgent need to address environmental challenges and achieve climate goals? What are the most promising strategies for greening Arab industries and fostering a circular economy within the region?

Ministerial round table II: Leveraging industrial policy for SDG impact - Practical insights

Purpose

The ministerial round table explores ways to accelerate progress towards the achievement of SDG 9 on industry, innovation and infrastructure by examining successful cases and addressing key challenges in the design and implementation of industrial policies.

Panellists

- H.E. Mr. Rana Tanveer Hussain, Minister of Industry, Pakistan
- H.E. Ms. Diaka Sidibe, Minister for Trade, Industry and SMEs, Guinea
- H.E. Mr. Louis Kabamba Watum, Minister of Industry and the Development of SMEs, Democratic Republic of the Congo
- H.E. Mr. Hamad Al Alsheikekh, Minister of State and Member of Council of Ministers, Saudi Arabia
- Mr. Xiong Jijun, Vice-Minister of Industry and Information Technology, China
- Moderator: Mr. Abdullah Alrakhis, Leader of the Development Centre of Harvard University

Description

The discussion delves into the practical implementation of sustainable industrial policies, with a specific focus on accelerating progress towards SDG 9 on industry, innovation and infrastructure. By exploring successful case studies, challenges faced, and innovative solutions adopted by various countries and regions, panellists will share national experiences and insights on formulating and implementing industrial policies that drive inclusive and sustainable industrialization.

Key topics

- Strategies for developing and implementing effective, sustainable industrial policies that contribute to economic growth, job creation and reduced inequalities, while minimizing environmental impacts.

- Innovative financing mechanisms, investment models and PPPs to mobilize resources for sustainable industrial development and infrastructure.
- Industrial policies that foster technological advancements, knowledge sharing and capacity development to enhance competitiveness, productivity and the adoption of clean technologies.
- Examples of industrial policies that promote sustainable production and consumption patterns and contribute to resource efficiency, circular economy principles and waste reduction.
- Industrial policies and strategies to decarbonize the industrial sector and mitigate climate change impacts, while ensuring a just transition for workers and communities.

Questions

- What are the most effective strategies for fostering inclusive industrialization that empowers groups such as women, youth and rural communities, to participate fully in economic growth and contribute to achieving the SDGs?
- How can industrial policies be effectively aligned with national and regional SDG priorities to ensure maximum impact?
- Given the increasing complexity of global challenges, how can countries effectively measure and evaluate the impact of their industrial policies on SDG progress?

Ministerial round table III: Industrial policy for LDCs' graduation

Description

The round table discussion serves as an important platform for sharing insights, experiences and strategies that have enabled Least Developed Countries (LDCs) to successfully transition to Middle-Income Countries (MICs). This session convenes ministers and key stakeholders from various LDCs to present and discuss successful cases where industrial policy has been instrumental in driving economic growth, enhancing productivity and facilitating structural transformation. By focusing on these successful examples, the session aims to inspire other LDCs to adopt and adapt similar strategies tailored to their unique contexts.

The discussion delves into the practical aspects of implementing industrial policies, such as creating conducive environments for investment, development of infrastructure, promoting innovation and enhancing human capital. The ministers will share their countries' experiences, the challenges they have faced, the lessons learned, and the tangible outcomes achieved through effective industrial policies. Additionally, the session will explore the role of international cooperation, including partnerships with multilateral organizations, to support LDCs in their journey towards sustainable development and eventual graduation from the LDC category.

One key feature of this session is the presentation of UNIDO's operational strategy for LDCs. This strategy outlines a comprehensive implementation plan designed to support LDCs in their industrialization efforts, thereby accelerating their graduation process. UNIDO's strategy emphasizes capacity development, technology transfer and the creation of value chains that enhance competitiveness and resilience in the global market. By aligning national industrial policies with UNIDO's operational strategy, LDCs can effectively leverage international expertise and resources to achieve sustained economic growth, ultimately leading to their successful transition to MIC status.

Introduction

- Ms. Fatou Haidara, Deputy to the Director General and Managing Director, Directorate of Global Partnerships and External Relations, UNIDO

Keynote address

- H.E Mr. Abdullah A. Al Rabeeah, General Supervisor of King Slaman Humanitarian Aid and Relief Center (KSrelief), Saudi Arabia

Panellists

- H.E. Mr. Namgyal Dorji, Minister of Industry, Commerce and Employment, Bhutan
- H.E. Mr. David Herizo Ralambofiringa, Minister of Industrialization and Commerce, Madagascar
- Mr. Alexey Gruzdev, Deputy Minister of Industry and Trade, the Russian Federation
- Moderator: Ms. Gillian Joseph, Moderate the Panel

Questions

1. Can you identify key elements of industrial policy that contributed to your country's graduation?
2. How is your country addressing the impact of graduation on preferential access, etc.?
3. What kind of capacities are most important for policymakers to handle the graduation process?
4. What are the key challenges LDCs face in formulating and implementing effective industrial policies that are in line with graduation criteria?
5. The initiation of a sustained process of structural transformation continues to be a critical challenge for LDCs. How should they mainstream the Doha Programme of Action (DPoA) into their national sectoral policies? And what monitoring and evaluation mechanism is envisioned for the implementation process?
6. How can government policies, including trade, investment and regulatory measures, work in synergy with industrial policy strategies to create a conducive environment for LDCs' graduation?

High-level round table I: AI, digitalization and automation in manufacturing

Description

This session features a high-level dialogue on the digital transformation of manufacturing industries. The discussion explores how digitalization and automation are reshaping manufacturing, creating new opportunities for efficiency and innovation, while also presenting challenges such as the need for workforce reskilling.

Panellists

- Mr. Alexey Gruzdev, Deputy Minister of Industry and Trade, the Russian Federation
- Mr. Abdullah Alahmari, Assistant Minister of Planning and Development, Ministry of Industry and Mineral Resources, Saudi Arabia
- Mr. Abdullah Alajlan, General Counsel, Siemens Saudi Arabia
- Moderator: Mr. Ciyong Zou, Deputy to the Director General and Managing Director, Technical Cooperation and Sustainable Industrial Development, UNIDO

Questions

1. How can policymakers support firms in adopting new technologies in their production processes?
2. What are the potential risks related to the digital transformation of industries (e.g. employment, intellectual property, inequality, etc.) and how can they be mitigated?

High-level round table II: Energy transition and industry transformation

Description

The manufacturing sector is responsible for most global GHG emissions, with heavy emitting sectors such as iron and steel, cement and chemicals in a race to slash their emissions by 90 per cent by 2050. While cost-effective measures such as energy efficiency can reduce emissions by 40 per cent, substantial investments in breakthrough technologies will be necessary, including carbon capture, to achieve the targeted emission reductions. This session explores global efforts to support these industries in their decarbonization journey and what is needed to accelerate their transformation and trigger investments in breakthrough technologies. The key messages from this session will contribute to the strengthening of global efforts to advance innovation in and deployment of technologies that drive industrial transformation.

Panellists

- Mr. Khaled Almudaifer, Vice-Minister for Mining Affairs, Saudi Arabia
- Ms. Zhang Xiaoyan, Vice President, China Center for Information Industry Development (CCIID), China
- H.R.H. Princess Ms. Mashael Saud Al-Shalan, Founding Partner, Aeon Strategy Co, Saudi Arabia
- Mr. Artem Asatur, Deputy Chair of the Russian Aluminium Association, the Russian Federation
- Moderator: Abdulaziz A. Alhawwash, Director of Strategy Management at Ministry of Industry and Mineral Resources, Saudi Arabia

Questions

1. Which policies, in your view, are most effective in supporting the decarbonization of industries?
2. What are the main challenges and barriers to effectively implementing this policy?
3. What is needed to accelerate the transformation of industries and trigger investments in breakthrough technologies?

High-level round table III: Resilient and sustainable supply chains

Description

This session features a high-level dialogue on the creation of resilient and sustainable supply chains. The global economy and trade are characterized by numerous and complex supply chains for a variety of industries, from electronics to construction, plastics and textile. Given that much of the economy and trade hinge on functioning supply chains, the recent supply disruptions caused by the pandemic and armed conflicts have highlighted the need for resilient supply chains that can support stable economic growth.

The discussions explore the key characteristics of resilient supply chain strategies to address the limitations of supply diversification and the role circular economy can play in strengthening supply chain resilience. The complex link between resilient supply chains, sustainability practices and fair and transparent trade regulations are also considered in this session, with the aim of providing insights into how it can affect the distribution of costs and benefits, and what impacts it may have on the manufacturing sector.

The key insights from the round table will inform the work of global initiatives on minerals, electronics and textiles, among others.

Panellists

- Ms. Konstancja Piątkowska, Director, Department of Economic Analysis, Ministry of Economic Development and Technology, Poland
- Mr. Sulaiman Almazroua, CEO, National Industrial Development and Logistic Program, Saudi Arabia
- Mr. Jens Lundsgaard, Deputy Director, OECD
- Ms. Cynyoung Park, Executive Director, SEACEN, Malaysia
- Moderator: Ms. Wessam Alzamil, National Industrial Development and Logistic Program, Saudi Arabia

Questions

1. How can governments and international organizations better collaborate to design policies that support resilient supply chains?
2. What measures can be taken to attract and secure investment in infrastructure and industrial capacity to develop resilient and sustainable supply chains?
3. How do sustainability principles influence the strategies for developing resilient supply chains?
4. What financial strategies or instruments support the mitigation of risks related to price volatility and its disruptive effect on minerals supply chains?

Side event 1: "Capabilities 4 the Future Hub"

Objective of the side event

This side event explores how the CAP4Future Hub could offer a space for government agencies, private sector stakeholders and educational and training institutions to prepare and manage sustainability transitions through participatory dialogue and learning strategies at global, sectoral and national levels, enabling them to innovate and create the highest joint returns to prosperity, society and the environment, and foster inclusive and sustainable GVCs.

Programme

Discussion on industrial policy coordination and CAP4Future Hub

Panellists

- Video of CAP4Future Hub
- Presentation of CAP4Future Hub by UNITAR and SDSN: Patrick Paul Walsh, Vice President of Education, UN Sustainable Development Solutions Network (SDSN) and Elena Proden, Senior Specialist, Strategic Implementation of the 2030 Agenda Unit, United Nations Institute for Training and Research (UNITAR)
- Reflections on Liberia's integration in GVCs, Hon. Paygar-Flangiah, Deputy Minister of Industry, Liberia
- Reflections on Germany's potential engagement in CAP4Future for sustainability transitions at home and abroad, Siegfried Leffler, Director of Operations, International Services, GIZ, Germany
- Reflections on Ireland's potential engagement in CAP4Future for sustainability transitions at home and abroad, Gerry Cunningham, Ambassador of Ireland to Saudi Arabia
- Reflections on innovative models for building coalitions and connecting institutions to promote

access to learning, Jacqueline Corbelli, founder of U.S. Coalition on Sustainability & creator of SustainChain, USA
- Reflections on sectors with high environmental footprints: The construction sector. Partnerships to provide relevant skills to current and future employees, Isabela Carrozza Joia, SDSN on behalf of BuildSkills
- Moderator: Niki Rodousakis, UNIDO

Side event 2: Agenda for the Global Development Initiative Partnership on New Industrial Revolution (GDI PartNIR) round table

The side event is hosted by the China Center for Industry Development (CCID).

Opening Remarks
- Mr. Li Wei, Deputy Director General of Policy Department of the Ministry of Industry and Information Technology (MIIT), China
- Ms. Ana Paula Nishio de Sousa, Chief, Division Of Digital Transformation and AI, UNIDO

Keynote speeches
- GDI-PartNIR Network introduction: Background and progress, Ms. Zhang Xiaoyan, Vice President, China Center for Information Industry Development (CCID), China
- New industrialization in China: Theory, practice and experience, Ms. Cao Xirui, the Research Centre of New Industrialization, MIIT, China

Presentations
- Stephen Scalet, TRENDS Research & Advisory, UAE
- Chinese enterprises and agencies
- International enterprises and agencies

Launch of achievements
- Invitation of new members to join the GDI-PartNIR network
- Launch of reports including “SMEs, Digital Transformation and AI" and "Industrial Green Development Report” by CCID

Day 2, 24 October 2024

KSA National Industrial Strategy journey & industry ecosystem

Purpose

This session explores Saudi Arabia's industrial development journey and how the country succeeded in creating a robust industry ecosystem based on a comprehensive roadmap. This roadmap has contributed to the acceleration and diversification of the Kingdom's industrial growth, and serves as a catalyst to achieve the objectives of Saudi Arabia's Vision 2030.

Panellists

- Mr. Khalid Alsalem, CEO of the Royal Commission for Jubail and Yanbu (RCJY), Saudi Arabia
- Mr. Khalil Bin Salamah, Vice-Minister of Industry Affairs, Ministry of Industry and Mineral Resources, Saudi Arabia
- Moderator: Mr. Khalil Al-Nammari, VP Strategy, Communications & Business Development and Spokesperson at Saudi Industrial Development Fund, Saudi Arabia

Description

Through the establishment of the Royal Commission for Jubail and Yanbu (RCJY) and the Saudi Authority for Industrial Cities and Technology Zones (MODON), Saudi Arabia has has successfully prioritized investments in infrastructure and in industrial cities. To further facilitate growth, the Saudi Industrial Development Fund (SIDF) and the Saudi Export-Import Bank (EXIM) were established to support government financing for the industrial sector. The Saudi Export Development Authority was created to facilitate exports, while the National Center for Industrial Development (NIDC) serves as a knowledge and information hub for industry. Finally, the independent Ministry of Industry and Mineral Resources (MIM) was established. All of these entities work in harmony within the industrial ecosystem.

Saudi Arabia has transformed into a leading industrial powerhouse and global logistics centre. As part of realizing its objective of "building an agile and competitive sustainable private sector-led industrial economy", the National Industrial Strategy represents a comprehensive roadmap that helps accelerate and diversify industrial growth in the Kingdom, and functioning as a catalyst for Vision 2030's objective of economic diversification.

Questions

1. In what ways have the early industrial initiatives set the foundation for the establishment of institutions such as the RCJY and other entities that currently represent the industrial ecosystem in Saudi Arabia?
2. Can you provide an overview of the historical development of the industrial sector in Saudi Arabia, particularly key milestones that have shaped its current landscape?
3. How does the Kingdom plan to leverage its existing infrastructure and industrial cities to attract foreign investment and foster innovation in the industrial sector?
4. With the establishment of an independent ministry focused on industry and mineral resources, what are the key priorities for this ministry in driving industrial growth and ensuring alignment with the targets of the Kingdom’s National Industrial Strategy?

International Organizations: Supporting economic transformation through industrial policies

Description

The global economic and political landscape is currently marked by turbulence, complexity and rapid changes. Multiple overlapping crises, such as those in food and energy markets, coupled with ongoing geopolitical tensions and the lingering effects of the global pandemic, have exposed the vulnerabilities of the global economic system. At the same time, transformative trends such as digitalization and the push for greener, more sustainable production and consumption patterns are creating new uncertainties and reshaping how value is created and captured across GVCs.

In this uncertain context, the traditional "business-as-usual" approach is insufficient to sustain growth and development. Instead, countries must focus on planning and implementing sustainable and resilient industrial transformation strategies and policies. These are crucial for harnessing long-term drivers of development, stimulating innovation and ensuring sustainable growth. Governments play a critical role in this context, as their ability to design and implement effective policies will determine their success in navigating global tensions and technological challenges.

Introductory Remarks

- Mr. Ciyong Zou, Deputy to the Director General and Managing Director, Directorate of Technical Cooperation and Sustainable Industrial Development, UNIDO

Panellists

- Mr. Manuel Toselli, Economist, Economic and Transformation Division, OECD Development Centre
- Mr. Rob Cayzer, Executive Director, Yasaar Group
- Mr. Taffere Tesfachew, Senior Advisor, Tony Blair Institute for Global Change
- Ms. Federica Falomi, Economic Affairs Officer, UN Technology Bank for Least Developed Countries
- Ms. Intan Hamdan-Livramento, Senior Economist, World Intellectual Property Organization
- Moderator: Gillian Joseph, Moderate the Panel

UNIDO's Industrial Development Report - Regional launch

Description

The global poly-crisis (COVID-19, armed conflicts and climate change-induced catastrophes) has severely impacted livelihoods worldwide. Consequently, unemployment, poverty and hunger have increased. The prospects for recovery are further complicated by ongoing trends such as rapid technological change, a growing global population, rapid environmental degradation and heightened political tensions, presenting new challenges, especially for the developing world.

In this volatile environment, the industrial sector plays a pivotal role given its strong linkages to other societal and environmental goals. When industrial policy is aligned with the SDGs, it can ignite innovation, create decent jobs and contribute to climate change mitigation. However, industrialization does not happen on its own. It requires coordinated efforts and carefully designed policies.

Building on the key findings of the Industrial Development Report (IDR) 2024 and the case studies showcased in the report, this session provides a platform for high-level policymakers to discuss policies in action across Western Asia. The panel discussion's objective is to exchange knowledge and best practices on industrial policy, with a thematic focus on the energy transition, digitalization and GVC reconfiguration.

Introductory remarks

- Ms. Fatou Haidara, Deputy to the Director General and Managing Director, Directorate of Global Partnerships and External Relations, UNIDO

Presentation

- Mr. Nobuya Haraguchi, Chief, Industrial Policy Research Unit, UNIDO

Panel discussion

"Policies in action in Western Asia: Insights from the Industrial Development Report 2024"

- Industrial policy to support the integration: Industrial development policy leveraging sross-sectorial integration, Mr. Naif Alesaimi, EVP Strategy, Planning and Economics at National Industrial Development and Logistics Program, Saudi Arabia
- Industrial policy to attract relocating FDI: Bahrain FDI attraction strategy, Mr. Khaled Alalawi, Assistant Undersecretary of Industrial Development, Ministry of Industry and Commerce, Bahrain
- Moderator: Ms. Mounia Boucetta, Senior Fellow, Policy Center for the New South

Fireside chat I: Saudi multilateral diplomacy: From MIPF to UNIDO General Conference Riyadh 2025 and beyond

Description

This session features a fast-paced Q&A session on Saudi Arabia's current engagement with UNIDO, Vision 2030 and Saudi diplomacy to foster international cooperation.

Speaker

- H.E. Mr. Abdullah bin Khaled Tawlah, Saudi Ambassador in Austria and Permanent Representative of Saudi Arabia to UNIDO

Interviewer

- Ms. Gillian Joseph, Moderate the Panel

Fireside chat II: Artificial intelligence - Ethics and sustainability

Description

This session features a fast-paced Q&A session on AI in manufacturing. The discussion addresses the role of AI in driving innovation while ensuring that ethical considerations and sustainable practices are prioritized.

Speaker

- Ms. Isabella Mader, Executive Director, Excellence Research, Austria
- Interviewer: Mr. Ashraf Abushady, Senior Advisor for Digital Transformation and AI, UNIDO

Questions

1. What are the key ethical considerations in deploying AI in manufacturing?
2. How can AI technologies be made more accessible to ensure inclusive growth and prevent a further widening of the digital divide?

Game changer session 1A: Digitalization for sustainable manufacturing

Description

This session focuses on the role of digitalization in driving sustainable manufacturing practices. Innovative digital solutions that improve efficiency, reduce waste and support sustainability in the manufacturing sector are explored. The discussion showcases real-world examples demonstrating how digital technologies have significantly improved sustainability metrics. Additionally, the session examines how initiatives such as AIM GREEN help benchmark and enhance the environmental impact of digital transformations in manufacturing.

Speakers

- Mr. Bakhtiyor Pulatov, Director, R&D Environment and Nature Conservation Technologies, Ministry of Ecology, Uzbekistan
- Mr. Sargis Karapetyan, CEO, Union of Advanced Technology Enterprises, Armenia
- Mr. Liu Hao, Beijing Institute of Technology (BIT), China
- Moderator: Ms. Ana Paula Nishio de Sousa, Chief, Division Of Digital Transformation and AI, UNIDO

Questions

1. How have digital technologies contributed to making manufacturing processes more sustainable?
2. What are the key challenges in implementing these technologies, and how can these be overcome?
3. Can you share examples of how sustainability metrics, such as those of AIM GREEN, are used to guide digital transformation efforts?

Game changer session 2A: AI and manufacturing

Description

This session focuses on ground-breaking digital innovations that are transforming industries. It presents compelling case studies that showcase how digital technologies have been successfully integrated into industrial processes, leading to enhanced productivity, reduced operational costs and improved quality. The session provides actionable insights for industries seeking to gain a better understanding of digital transformation.

Speakers

- Mr. Ivan Tochev, CEO, General Laser GmbH
- Mr. Davit Sahakyan, CEO and Founder, Innovent LLC, Armenia
- Moderator: Mr. Aleksei Savrasov, UNIDO

Use case speaker

- Ms. Ana Paula Nishio de Sousa, Chief, Division Of Digital Transformation and AI, UNIDO

Questions

1. What innovative digital technologies have been pivotal in transforming industry?
2. Can you share specific outcomes or benefits realized from these digital transformations?

Game changer session 1B: Quality Infrastructure

Description

A robust QI has long been recognized as a key component for a country's successful participation in international trade. In recent years, however, we have seen an increasing focus on the contributions that QI can make to sustainable development initiatives and the achievement of the UN's SDGs. The main QI components include standards and technical regulations, metrology, conformity assessment (such as testing, inspection and certification), accreditation and market surveillance. Those responsible for these activities need to collaborate to ensure that economic operators know what is required of them and are able to demonstrate that they consistently meet those requirements.

In the gamechanger session, selected panellists from Africa, South America and Saudi Arabia will share their practical experiences on the implementation of QI and how a robust national or regional quality policy (QP) can support other national strategies and policy objectives. The debate focuses on the level of maturity of the QI, how the QP necessarily depends on each country's overall level of development and the policy areas it wishes to target, as well as the ways in which specific interventions can be monitored using UNIDO's QI4SD Index. By examining successful case studies, challenges faced and innovative solutions adopted around the world, panellists provide valuable insights into national experiences in formulating and implementing QPs that foster inclusive and sustainable industrialization.

Presentations

- Quality infrastructure & its contribution to sustainable development – A look at UNIDO QI tools, Alejandro Rivera-Rojas, Industrial Development Officer, UNIDO
- Role of quality infrastructure to support SFD's sustainable development projects and programmes, Mr. Yaser Albakri, Director General of Sectoral Expertise, Saudi Fund for Development (SFD), Saudi Arabia
- Infrastructure quality standards and challenges in implementing infrastructure projects in Yemen, Mr. Abdulrahman Aljuhani, the Saudi Development and Reconstruction Program for Yemen (SDRPY), Saudi Arabia
- Moderator: Mr. Nigel Croft, International QI expert

Panellists

- Mr. Geraldo Albasini, Director, INNOQ, Mozambique
- Mr. Hernan Alonso Zúñiga, Director de Regulación, MinComercio, Colombia
- Mr. Khalid Alhammad, Secretary of the Board, Saudi Authority for Industrial Cities and Technology Zones (MODON), Saudi Arabia
- Mr. Zidan Yousef, Director General, Royal Commission for Jubail and Yanbu (RCJY), Saudi Arabia
- Mr. Hassaan Alwohaibi, COO, Saudi Accreditation Center (SAAC), Saudi Arabia
- Moderator: Mr. Nigel Croft, International QI Expert

Speakers/Presenters

- Mr. Yaser Albakri, Director General of Sector Enterprise, Saudi Development Fund (SDF), Saudi Arabia
- Mr. Abdulrahman Aljuhani, Saudi Development and Reconstruction Program for Yemen (SRDPY), Saudi Arabia
- Mr. Alejandro Rivera-Rojas, Industrial Development Officer, UNIDO

Questions

1. (INNOQ) UNIDO is supporting Mozambique in implementing its national QP. What role does QP play for your country and what steps have you taken to ensure that it is being effectively implemented?
2. (MinComercio) What role does a national strategy for QI play in countries like Colombia that already have a national QP in place? Could you explain a little about the recent "Quality for Reindustrialization" strategy and how that can complement the effective implementation of your national QP? To what extent are sustainable development considerations addressed in this initiative?
3. (RCJY) How has the strategic focus of the RCJY changed over the last 50 years, and how has Saudi Arabia's QI helped to support the quality of its infrastructure?
4. (MODON) What are the main challenges you currently face in the Saudi Authority for Industrial Cities and Technology Zone, and are there any areas where you would like to see improvements in the QI to overcome these challenges?
5. (SAAC) The Quality Infrastructure for Sustainable Development (QI4SD) Index assesses a country's QI in terms of its contribution to the SDGs (people, prosperity, planet) by providing a score and ranking each country. What value addition do such assessments bring to QI policymakers and decision makers in a national context in terms of improving their QI performance?

Game changer session 2B: Productivity and jobs: Industrial policies to beat the trade-off

Description

Productivity and jobs are central objectives of industrial policies. For economies to grow, increase living standards and accelerate progress towards the SDGs, they must enhance their productivity, use their resources more effectively and create more and better jobs. Recent (and past) successful industrial policies have demonstrated that sustained and sustainable growth generates jobs, i.e. that increased productivity and economic upgrading are closely linked. Policies should aim to facilitate this dynamic process of development. Job-rich industrialization and development can occur if countries are able to shift their resources—and most critically, their labour force—from low-productivity and low-wage activities to higher-productivity, higher-wage and better-quality jobs. Such "structural transformation" must lie at the core of broad-based and coordinated industrial and economic policies.

This session, jointly organised by UNIDO and the International Labour Organisation (ILO), explores global evidence and trends on the productivity and decent work nexus, and showcases concrete practices of industrial and labour policies that promote jobs and productivity.

Presentation

- Mr. Luca Fedi, ILO

Panellists

- Mr. Justice Tshifularo, Executive Manager, Business Turnaround and Recovery, South Africa
- Ms. Rosmarie G. Edillon, Undersecretary, National Economic Development Authority, The Philippines
- Ms. Intan Hamdan-Livramento, Senior Economist, World Intellectual Property Organization
- Moderator: Luca Fedi, ILO

Questions

1. Can you tell us about an example where your country implemented a policy initiative that had to balance productivity and jobs? How did you deal with the potential trade-off? Were there synergies that could be used? Was there a difference in the short-term or long-term perspectives?
2. Will technological change, which indisputably increases productivity, replace jobs or simply create new ones, as was the case in the past with most other technological innovations? Is your country ready for that? What can policy do to make this transition easier and more successful?
3. Are there certain sectors in your country where this productivity-jobs nexus is a bigger challenge to balance?
4. If you could give one piece of advice to policymakers from other countries (with respect to productivity and jobs), what would it be?

Game changer session 1C: Policies to build green demand in heavy industry sectors

Description

This event explores policy measures that can stimulate green demand in heavy industry sectors (aluminium, cement, chemicals and steel). Achieving deep decarbonization in heavy industry depends on nascent technologies that must be rapidly scaled by 2030 to align with the 1.5 C net-zero pathway. The pipeline of deep decarbonization projects across these sectors is currently insufficient. Analysis by organizations such as the Mission Possible Partnership demonstrates the need for increased demand signals for green products in these sectors. Although several voluntary private sector-led efforts demonstrate an appetite to procure deeply decarbonized products, these demand signals fall short of the volumes necessary to achieve deep decarbonization goals. Additional action from policymakers is necessary to support plants in reaching final investment decisions.

Senior government and corporate representatives explore policies that can stimulate demand across these sectors.

This session focuses on three key areas:

- The need for enhanced policy action to stimulate demand, building on existing policies and voluntary initiatives, such as the Industrial Deep Decarbonization Initiative (IDDI).
- Spotlight examples of policy measures and enabling efforts that can accelerate market development and key considerations for implementation, such as green public procurement, effective carbon pricing and government-backed intermediaries.
- A call to action to policymakers to strengthen the demand signal across these sectors.

The discussion draws on examples and insights from the work of IDDI and the ITA Demand Creation Policy Playbook. The discussions focus on lessons from countries that are already implementing these policies, the implications of existing and upcoming national policies for international industrial value chains, and industry-tested recommendations on how to ensure smooth implementation of new policies.

Speakers

- Ms. Pauline Raabe, Project Manager, H2 Global
- Ms. Fatma Hokal, Ministry of Industry and Advanced Technology (MOIAT), UAE
- Mr. Abdulrahman Ahmed, Deputy CEO and CSO, City Cement Company, Saudi Arabia
- Ms. Rasha Ahmed Ali Abdrabu, Industrial Development Expert, UNIDO
- Moderator: Mr. James Schofield, Deputy Director, Industry Transition Accelerator

Questions

1. Given the level of green premium in these sectors, this entails a significant cost to [industry/ government depending on policy] – what drove your decision to introduce deep decarbonization policies? How did you garner support for this domestically?
2. Were there any risks you had to consider when implementing the policy? How did you address these? What other factors played a role for the successful implementation of this policy?
3. These policies are at a relatively early stage. Have you witnessed any impacts or early successes?
4. Many of these sectors' commodities and end products are being traded globally. What steps can we take to build consensus and ensure a level playing field internationally?

Game changer session 2C: Sustainable supply chains

Description

The COVID-19 pandemic, coupled with the global economic slowdown, has exposed the fragility of our supply chains and global trade, jeopardizing the livelihood of millions of people. Yet, the recent crises have also uncovered the importance of regional and domestic value chains. Domestic, regional and global supply chains play a crucial role in facilitating trade, which in turn contributes to job creation and sustainable economic development. However, certain practices within these supply chains have adverse environmental and social implications. Therefore, making supply chains more sustainable has become a global priority and a shared responsibility among regulators, industries and consumers, as well as developed and industrializing nations.

The introduction of new laws and regulations that govern GVCs will have far-reaching implications for industrializing countries seeking to boost domestic, cross-border and international trade. While the primary objective of these laws and regulations is to enhance economic, environmental and social conditions, they may also create trade barriers, particularly for SMEs.

The session focuses on insights from public and private sector representatives, exploring how they have addressed strategic and operational challenges related to supply chain sustainability. The session will highlights Morocco's experience in promoting responsible business conduct, with a focus on the country's efforts to increase compliance with environmental, social and governance (ESG) due diligence requirements.

Speakers

- Ms. Ayda Fathi, Director of the Automotive Sector, Ministry of Industry and Trade, Morocco
- Mr. Mohamed Bachiri, Managing Director, Renault Group Morocco
- Mr. Nigel Croft, International QI Expert
- Mr. Ahmed Salman Albader, Advisor to H.E. Vice Minister of Mining Affairs at the Ministry of Industry and Mineral Resources, Saudi Arabia
- Moderator: Ms. Virpi Stucki, Chief, Division of Fair Production, Sustainability Standards and Trade, UNIDO

Questions

1. What opportunities and challenges do sustainability-driven regulations generate for companies operating in industrializing countries? In case of challenges, what potential solutions might help overcome these?
2. How can national strategies and policies promote responsible business conduct to ensure companies' competitiveness in the context of these sustainability-driven regulations?
3. What knowledge, skills and technologies are needed to support the emergence of more sustainable supply chains?

Game changer session 1D: Clean energy transition

Description

Amidst the ongoing global scientific and technological revolution, the global energy transition is driven by ever new use cases for renewables, allowing for a profound industrial transformation which is essential to achieving the global climate goals enshrined in the Paris Agreement. Renewable energy of various sources can electrify many currently fossil-powered applications in industry and transport. Via Power-to-X, it is increasingly important in decarbonizing hard-to-abate sectors such as heavy transport, power generation and DRI steel-making processes. Furthermore, Power-to-X products can be transported and exported over long distances as opposed to clean grid energy. Such industrial applications are new for many developing and emerging industrial economies, which have yet to identify an effective approach to adopting the relevant technologies and create a functioning value chain around them.

This game changer session explores the applications and lessons learned from current cases of industrial clean energy and Power-to-X use in different economies. The objective is to provide insights into how these use cases were realized and what conditions need to be in place for different economies to be able to exploit the potential of the clean energy transition. The focus of the event is twofold:

1. How can the production and use of renewable energy and Power-to-X benefit emerging economies in terms of energy security, climate action, employment, investment and skills upgrading as demonstrated by the real-world cases presented?
2. Considering the main challenges associated with the adoption, absorption and use of clean technologies, explore how these were overcome in technical, financial and political terms.

The insights from this event will be relevant for the discussions to deepen the clean energy transition and industrial decarbonization at the upcoming COP29 in Baku.

Speakers

- Mr. Roberto Aguilera, KAPSARC

Case presentations

- Oman: Mr. Khalil Al Hanashi, Senior Technical Advisor and National Hydrogen Alliance Coordinator, Ministry of Energy and Minerals, Sultanate of Oman
- Saudi Arabia: Mr. Husain Almakrami, Ass. Prof. for renewable energy, RCJY, Saudi Arabia
- On shipping: Ms. Alicia Eastman, Board Member, InterContinental Energy
- On green steel in Saudi Arabia: Mr. Quentin Blommaert, Head of the Hydrogen and Decarbonization Office of GIZ in Riyadh, Saudi Arabia
- Moderator: Ms. Petra Schwager, Chief, Division of Climate and Technology Partnerships, UNIDO

Questions

1. What were the key milestones in realizing the clean energy project you have presented?
2. What favourable conditions were in place from the outset, and which ones had to be created?
3. What actions were taken to facilitate the business case for the project?
4. What are the key benefits the project is expected to have in the host country's economy and for its population?

Signing and announcements ceremony: Strategic cooperation between UNIDO and Saudi Arabia

Signatories

- H.E. Mr. Bandar Ibrahim Alkhorayef, Minister of Industry and Mineral Resources, Saudi Arabia
- Mr. Gerd Müller, Director General, UNIDO

Presentation

- Ms. Mashael Aljandal, Programme Manager, Ministry of Industry and Mineral Resources, Saudi Arabia
- Moderators: Ms. Hanan Hanzaz Fehri, Special Representative for the Arab Region, UNIDO and Abdulaziz A. Alhawwash, Director of Strategy Management at Ministry of Industry and Mineral Resources, Saudi Arabia

Closing session

Key messages and main outcomes

- Mr. Ciyong Zou, Deputy to the Director General and Managing Director, Directorate of Technical Cooperation and Sustainable Industrial Development, UNIDO

Closing remarks

- H.E. Mr. Bandar Ibrahim Alkhorayef, Minister of Industry and Mineral Resources, Saudi Arabia
- Mr. Gerd Müller, Director General, UNIDO

MIPF family photos

- Moderator: Gillian Joseph

Annex 2: List of speakers (in order of appearance)[2]

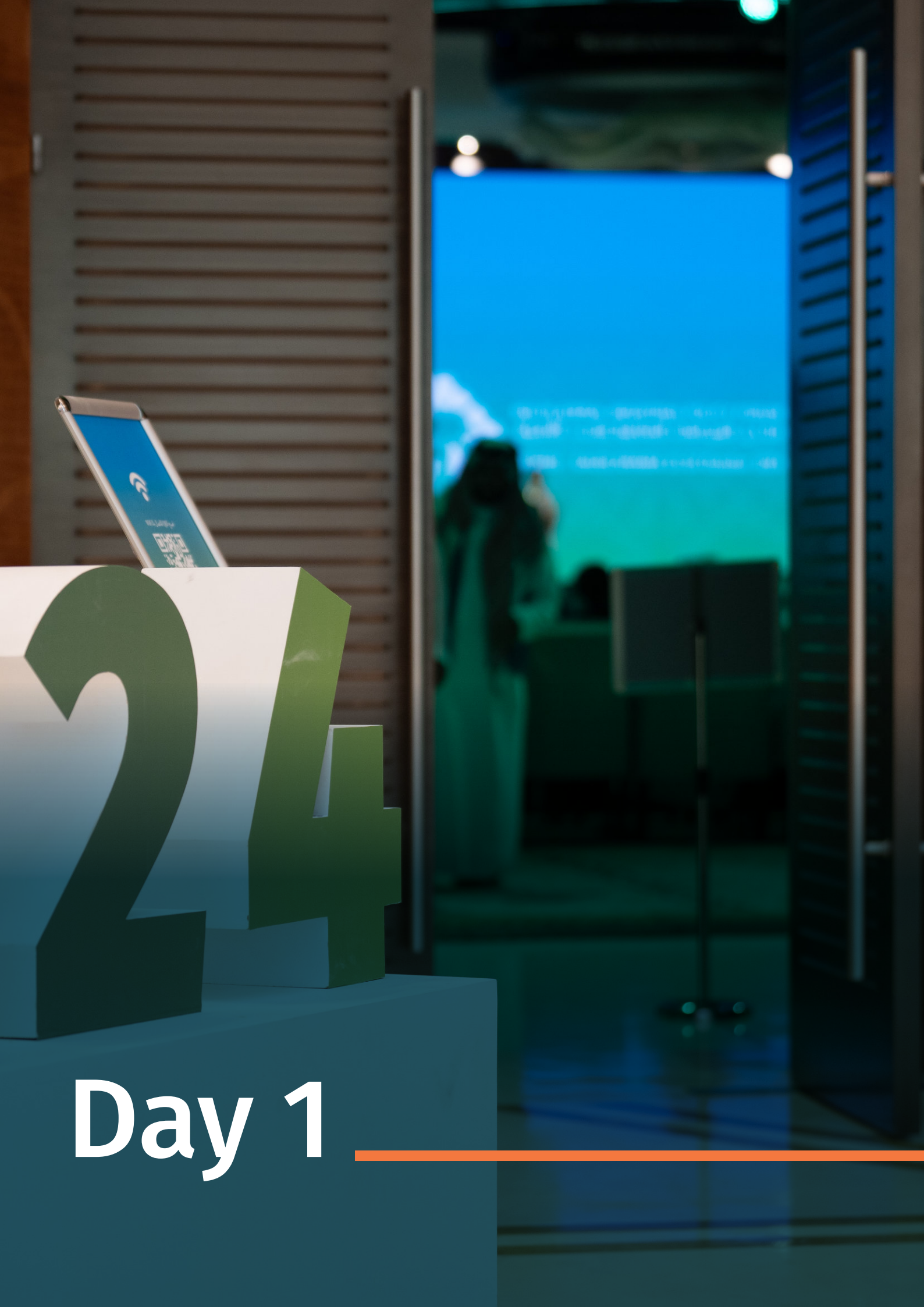
Day 1 - 23 October

Entertainment opening show	
Plenary sessions	
Opening remarks	
Guest of honour speech	
Official family photo	
Ministerial round table 1: Towards an Arab industrial integration strategy - Insights & experiences	
Ministerial round table 2: Leveraging industrial policy for SDG impact - Practical insights	
Ministerial round table 3: Industrial policy for LDCs' graduation	
High-level round table 1: AI, digitalization & automation in manufacturing	
High-level round table 2: Energy transition & industry transformation	
High-level round table 3: Resilient & sustainable supply chains	
High-level officials tour of the exhibition	
Side events	

Day 2 - 24 October

KSA national industrial strategy journey & industry ecosystem	
International organizations: Supporting economic transformation through industrial policies	
UNIDO's Industrial Development Report: Regional launch	
Fireside chat 1: Saudi multilateral diplomacy	
Fireside chat 2: Artificial intelligence - Ethics and sustainability	
GAME CHANGER SESSIONS	
1A: Digitalization	1B: Quality infrastructure
2A: Artificial intelligence	2B: Productivity and jobs
1C: Green demand	1D: Clean energy transition
2C: Sustainable supply chains	
Signing ceremony	
Closing session	

[2] Some speakers did not provide a photo. See Annex 1 for a complete list of speakers.



Day 1

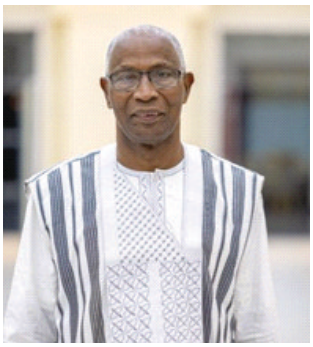
Opening

H.E. Mr. Bandar bin Ibrahim Al-Khorayef,
Minister of Industry and Mineral
Resources, Saudi Arabia

Mr. Gerd Müller, Director General,
United Nations Industrial Development
Organization (UNIDO)

HRH Mr. Abdulaziz Bin Salman,
Minister of Energy, Saudi Arabia

H.E. Mr. Amadou Oury Bah,
Prime Minister, Guinea



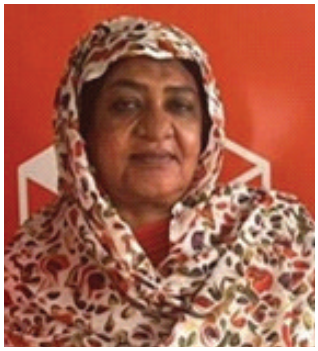
Ministerial round table 1: Towards an Arab industrial integration strategy - Insights and experiences

H.E. Mr. Abdullah bin Adel Fakhro,
Minister of Industry and Commerce,
Bahrain

H.E. Mr. Qais bin Mohammed Al Yousef,
Minister of Commerce, Industry & Investment Promotion, Oman

H.E. Ms. Fatma Thabet Chiboub,
Minister of Industry, Mines, and Energy,
Tunisia

H.E. Ms. Mahasin Ali Yagoub Nozol,
Federal Minister of Industry and Trade,
Sudan



Mr. Omar Suwaina Al Suwaidi,
Undersecretary, Ministry of Industry and Advanced Technology, United Arab Emirates

Ministerial round table 2: Leveraging industrial policy for SDG impact - Practical insights

H.E. Mr. Rana Tanveer Hussain,
Federal Minister for Industries and Production,
Pakistan

H.E. Ms. Diaka Sidibe,
Minister of Commerce, Industry and SMEs,
Guinea

H.E. Mr. Louis Kabamba Watum,
Minister of Industry and Development of SMEs and SMIs, Democratic Republic of the Congo

H.E. Mr. Hamad Al Alsheikekh,
Minister of State and Member of Council of Ministers,
Saudi Arabia

Mr. Xiong Jijun
Vice Minister of Industry and Information Technology, China

Moderator: Mr. Abdullah Alrakies,
Leader of the Development Centre of Harvard University

Ministerial round table 3: Industrial policy for LDCs' graduation

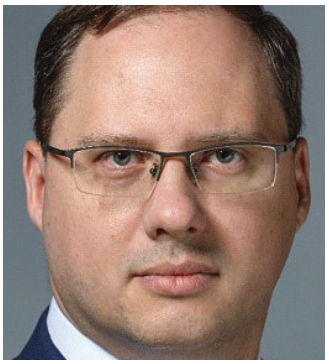
Ms. Fatou Haidara, Deputy to the Director General and Managing Director, Directorate of Global Partnerships and External Relations, UNIDO

Mr. Abdullah A. Al Rabeeah, General Supervisor of King Slaman Humanitarian Aid and Relief Center (KSrelief), Saudi Arabia

H.E. Mr. Namgyal Dorji,
Minister of Industry, Commerce and Employment, Bhutan

H.E. Mr. David Herizo Ralambofiringa,
Minister of Industrialization and Commerce, Madagascar

Mr. Alexey Gruzdev,
Deputy Minister of Industry and Trade, the Russian Federation



Moderator: Ms. Gillian Joseph
Moderate the Panel

High-level round table 1: AI, digitalization & automation in manufacturing

Mr. Abdullah Alajlan
General Counsel, Siemens,
Saudi Arabia

Moderator: Mr. Ciyong Zou, Deputy to the Director General and Managing Director, Technical Cooperation and Sustainable Industrial Development, UNIDO

High-level round table 2: Energy transition & industry transformation

Mr. Khaled Almudaifer,
Vice-Minister for Mining Affairs,
Saudi Arabia

Ms. Zhang Xiaoyan,
Vice President, China Center for Information Development, China

H.H. Princess Mashael Saud Al-Shalan,
Founding Partner, Aeon Strategy Co,
Saudi Arabia

Mr. Artem Asatur,
Deputy Chair, Russian Aluminium Association,
the Russian Federation

Moderator: Mr. Abdulaziz A. Alhawwash, Director of Strategy Management, Ministry of Industry and Mineral Resources, Saudi Arabia

High-level round table 3: Resilient & sustainable supply chains

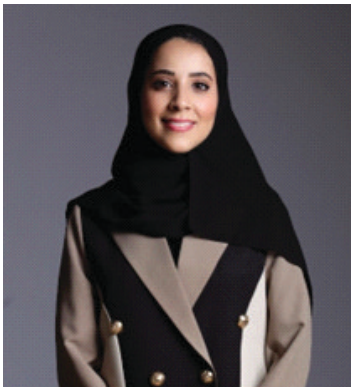
Ms. Konstancja Piątkowska, Director, Department of Economic Analysis, Ministry of Economic Development and Technology, Poland

Sulaiman Almazroua, Chief Executive Officer (CEO), National Industry Development and Logistics Program (NIDLP), Saudi Arabia

Mr. Jens Lundsgaard, Deputy Director, Directorate for Science, Technology and Innovation (STI), Organisation for Economic Cooperation and Development (OECD)

Ms. Cynyoung Park, Executive Director, South East Asian Central Banks (SEACEN), Malaysia

Moderator: Ms. Wessam Alzamil, National Industrial Development and Logistic Program, Saudi Arabia



Side event: Capabilities 4 the Future Hub

Moderator: Ms. Niki Rodousakis,
Communications and Capacity Development,
UNIDO

Ms. Elena Proden, Senior Specialist, Strategic Implementation of the 2030 Agenda Unit, United Nations Institute for Training and Research (UNITAR)

Mr. Patrick Paul Walsh,
Vice President of Education and Director,
SDG Academy

Hon. Mr. Andrew Payger-Flangiah,
Deputy Minister of Industry, Ministry of Industry,
Liberia

H.E. Mr. Gerry Cunningham,
Ambassador of Ireland to Saudi Arabia

Mr. Siegfried C. Leffler, Director of Operations,
International Services, Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ), Germany

Ms. Jacqueline Corbelli, Founder and CEO,
U.S. Coalition on Sustainability and creator of
SustainChain™, USA

Ms. Isabela Carrozza Joia,
Program Associate, SDG Academy


MULTILATERAL INDUSTRIAL POLICY FORUM
منتدى السياسات الصناعية متعدد الأطراف
#MIPF2024

Day 2

KSA national industrial strategy journey and industry ecosystem

Mr. Khalid Alsalem, CEO,
Royal Commission for Jubail and Yanbu (RCJY),
Saudi Arabia

Mr. Khalil Bin Salamah, Vice-Minister of Industry Affairs, Ministry of Industry and Mineral Resources, Saudi Arabia

Mr. Khalil Al-Nammari, VP Strategy, Communications & Business Development and Spokesperson,
Saudi Industrial Development Fund, Saudi Arabia

International organizations: Supporting economic transformation through industrial policies

Mr. Manuel Toselli,
Economist, Economic and Transformation Division,
OECD Development Centre

Mr. Taffere Tesfachew,
Senior Advisor, Tony Blair Institute for
Global Change

Ms. Intan Hamdan-Livramento,
Senior Economist, World Intellectual Property
Organization

Mr. Rob Cayzer,
Executive Director, Yasaar Group

Ms. Federica Falomi,
Economic Affairs Officer, UN Technology Bank for
Least Developed Countries

UNIDO's Industrial Development Report - Regional launch

Mr. Nobuya Haraguchi,
Chief, Industrial Policy Research Unit,
UNIDO

Mr. Naif Alesaimi, Executive Director, EVP Strategy,
Planning and Economics, National Industrial
Development and Logistics Program (NIDLP), Saudi Arabia

Mr. Khaled Fahad Al Alawi,
Assistant Undersecretary for Industrial Development,
Ministry of Industry and Commerce, Bahrain

Moderator: Ms. Mounia Boucetta,
Senior Fellow, Policy Center for the New South

Fireside chat I: Saudi multilateral diplomacy: From MIPF to UNIDO General Conference Riyadh 2025 and beyond

H.E. Mr. Abdullah bin Khaled Tawlah, Ambassador of Saudi Arabia to Austria and Permanent Representative of Saudi Arabia to UNIDO

Fireside chat II: Artificial intelligence - Ethics and sustainability

Ms. Isabella Mader,
Executive Director, Excellence Research, Austria

Mr. Ashraf Abushady,
Senior Advisor for Digital Transformation and AI, UNIDO

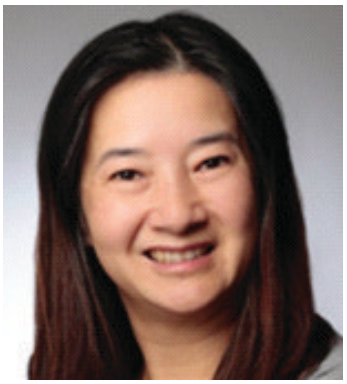
Game changer session 1A: Digitalization for sustainable manufacturing

Mr. Bakhtiyor Pulatov,
Director, R&D Environment and Nature Conservation Technologies, Ministry of Ecology, Uzbekistan

Mr. Sargis Karapetyan,
Chief Executive Officer (CEO), Union of Advanced Technology Enterprises, Armenia

Mr. Liu Hao,
Professor, Beijing Institute of Technology (BIT), China

Moderator: Ms. Ana Paula Nishio De Sousa,
Chief, Division of Digital Transformation and Artificial Intelligence, UNIDO



Game changer session 2A: AI and manufacturing

Mr. Ivan Tochev,
Chief Executive Officer (CEO), General Laser GmbH,
Austria

Mr. Davit Sahakyan,
Chief Executive Officer (CEO) and Founder, Innovent LLC,
Armenia

Moderator: Mr. Aleksei Savrasov,
Industrial Development Officer, Division of Digital
Transformation and Artificial Intelligence, UNIDO

Game changer session 1B: Quality infrastructure

Mr. Geraldo Albasini,
Director General, National Institute for Standards and Quality (INNOQ), Mozambique

Mr. Hernan Alonso Zúñiga,
Director de Regulación, Ministry of Commerce, Industry and Tourism, Colombia

Mr. Khalid Alhammad,
Saudi Authority for Industrial Cities and Technology Zones (MODON), Saudi Arabia

Mr. Yaser Albakri,
Director General of Sectoral Expertise,
Saudi Fund for Development (SFD), Saudi Arabia

Mr. Zidan Yousef,
Director General, Royal Commission for Jubail and Yanbu (RCJY), Saudi Arabia

Mr. Hassaan Alwohaibi, Chief Operating Officer (COO),
Saudi Accreditation Center (SAAC),
Saudi Arabia

Mr. Abdulrahman Aljohani,
Saudi Development and Reconstruction Program for Yemen (SDRPY), Saudi Arabia

Mr. Alejandro Rivera Rojas,
Industrial Development Officer, UNIDO

Mr. Nigel Croft,
International Expert on QI

Game changer session 2B: Productivity and jobs: Industrial policies to beat the trade-off

Mr. Justice Tshifularo,
Executive Manager, Business Turnaround and Recovery Programme, South Africa

Ms. Rosemarie G. Edillon, Undersecretary, Policy and Planning Group of the National Economic and Development Authority (NEDA), The Philippines

Mr. Luca Fedi, Technical Specialist, Employment and Productivity, International Labour Organisation (ILO) Employment Policies Department

Game changer session 1C: Policies to build green demand in heavy industry sectors

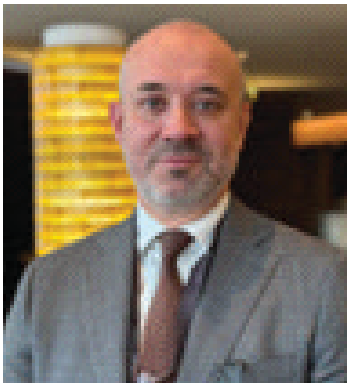
Ms. Pauline Raabe,
Project Manager Outreach, H2 Global

Ms. Fatma Hokal,
Ministry of Industry and Advanced Technology,
United Arab Emirates

Mr. Abdulrahman Ahmed,
Deputy CEO and CSO, City Cement Company,
Saudi Arabia

Ms. Rasha Abdrabu,
Industrial Development Expert, Energy and Climate Action Division, UNIDO

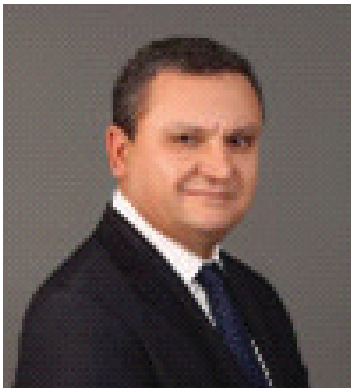
Moderator: Mr. James Schofield,
Deputy Director, Industry Transition Accelerator (ITA)



Game changer session 2C: Sustainable supply chains

Ms. Ayda Fathi,
Director, Automotive Sector, Ministry of Industry and Trade, Morocco

Mr. Mohamed Bachiri,
Managing Director, Renault Group Maroc, Morocco



Mr. Ahmed Salman al Bader, Adviser to the Vice-Minister of Mining, Ministry of Industry and Mineral Resources, Saudi Arabia

Ms. Virpi Stucki,
Chief, Division of Fair Production, Sustainability Standards and Trade, UNIDO

Game changer session 1D: Clean energy transition

Mr. Roberto Aguilera,
Executive Director Oil and Gas,
KAPSARC

Mr. Khalil Al Hanshi,
Senior Renewable Energy Advisor,
Petroleum Development Oman

Ms. Alicia Eastman,
Board Member, InterContinental Energy

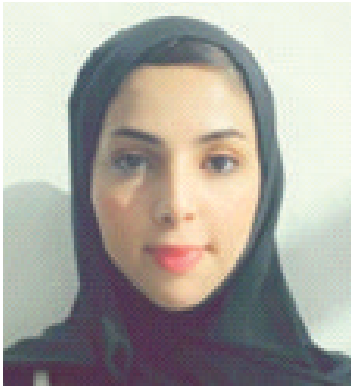
Mr. Husain Almakrami,
Ass. Prof. Renewable Energy, Royal Commission
for Jubail & Yanbu (RCJY), Saudi Arabia

Mr. Quentin Blommaert, Head of Office, Hydrogen and
Decarbonization Diplomacy Office, Deutsche Gesellschaft
für Internationale Zusammenarbeit (GIZ), Germany

Moderator: Ms. Petra Schwager,
Chief, Division of Climate and Technology
Partnerships, UNIDO

Presentations delivered at the signing and announcements ceremony: Strategic cooperation between UNIDO and Saudi Arabia

Ms. Mashael Aljandal, Program Manager, Strategic Partnership Framework between UNIDO and the Ministry of Industry and Mineral Resources (MIM), Saudi Arabia



Moderator: Ms. Hanan Hanzaz,
Director General's Special Representative for the Arab Region and Chief, Regional Bureau, Arab Region, UNIDO

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