



The Multilateral Industrial Policy Forum: Fostering industrialization through enhanced knowledge sharing

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Summary

The United Nations Industrial Development Organization (UNIDO) is establishing an annual *Multilateral Industrial Policy Forum* (MIPF) in response to donor and recipient countries' request for UNIDO to expand and scale up the provision of industrial policy advisory services beyond existing technical cooperation activities.

The MIPF will integrate and scale up the range of industrial policy advisory services offered by UNIDO to facilitate knowledge sharing and multilateral learning, networking and partnership building among its Member States to more systematically inform operational efforts around new approaches to industrial policies.

In line with UNIDO's Medium-term Performance Framework (MTPF) 2022-2025,ⁱ MIPF's main objective is to share successful industrial policy experiences with Member States and provide a space for them to support each other in achieving inclusive and sustainable industrial development. MIPF will focus on sharing knowledge and best practices which are of relevance for Member States, without becoming a mechanism to evaluate or peer-review countries' industrial policies, nor to provide binding recommendations for countries sharing their experiences.

The MIPF is targeted at Member States and other countries (governments), international organizations with a mandate in industrial development, academia, specialized media and the private sector.

The MIPF's inaugural edition, which will take place in the first quarter of 2023, aims to inform its subsequent scaling up phase, which includes an alignment with other UNIDO global forum activities.

Through a series of interactive sessions, MIPF will enable participants to:

- Learn from counterpart industrial policymakers, subject matter experts and industry practitioners by exchanging know-how on industrial policymaking in a range of crosscutting areas related to industrialization.
- Engage in panel discussions and learn about the latest thinking and industrial policy practices against the backdrop of the current and future megatrends in industrialization.
- Participate in high-quality networking and capacity development initiatives to strengthen the knowledge foundations and skills of participants in effectively planning, designing and managing industrial policy processes.

The MIPF sessions will include political statements, keynotes by industry representatives, renowned scholars and panel discussions. Interactive learning sessions for policy dialogue, networking and knowledge sharing on specific topics will complete the programme. The forum's proceedings will be open to a broad audience (i.e. to governments, academia, the private sector and general public). The key themes of the interactive learning sessions are subject to change every year.

UNIDO will organize and coordinate the MIPF, including through collaboration with its partners and donors. UNIDO's partners include its Member States and international organizations that share common strategic priorities and visions on strengthening knowledge sharing, mutual learning and institutions.



Introduction

This paper introduces the main tenets of the Multilateral Industrial Policy Forum (MIPF) organized by the United Nations Industrial Development Organization (UNIDO). The Forum's objective to discuss industrial policy issues is anchored in the most recent policy and academic debates and industrial development practices which reflect a revival of interest in industrial policy as a driver of overall societal well-being, environmental sustainability and increasingly, resilience against unexpected shocks (UNIDO, 2021a).

From the perspective of UNIDO's mandate and operations, the proposed MIPF addresses a request tabled by UNIDO Member States at the eighteenth session of the General Conference (GC.18/Res.5), inviting the organization to:

“Continue to sensitize and engage with policy makers, the public and private sectors and academia to scale up the transfer of knowledge, experiences and best practices that exist in successful industrial development models to developing countries, through the holding of seminars and workshops in the context of the South-South, North-South and triangular cooperation frameworks, within existing resources” (UNIDO, 2018, p. 22 §4)

The Forum is also in line with UNIDO's Medium-term Performance Framework (MTPF) 2022-2025, which stipulates that a variety of upstream functions should strengthen the practical knowledge bases for industrial policymaking while fostering industrial cooperation at the regional and global levels (UNIDO, 2021b).ⁱⁱ

In summary, the MIPF responds to donor and recipient countries' demands for UNIDO to expand and scale up its provision of industrial policy advisory services beyond existing technical cooperation activities. The MIPF will serve as a multilateral policy dialogue, experience sharing and mutual learning platform on industrial policy matters, with emphasis on the contribution of industrial policy to the achievement of the Sustainable Development Goals (SDGs). It will also provide opportunities to discuss the role of industrial policy in the industrialization process, showcasing concrete cases of effective policymaking processes and practical experiences in the formulation, implementation and follow-up of industrial policy. Participants will discuss the challenges encountered and solutions found that could help other Member States facing similar predicaments take strategic action. UNIDO thus invites interested partners to join in the establishment and consolidation of the MIPF.

The UNIDO team responsible for organizing the MIPF is conducting a comprehensive exercise to design the MIPF's structure and content. This document largely builds on such a process. It is informed by UNIDO's own research on industrial policy and industrial development, reflected in its flagship publication, the Industrial Development Report, and other knowledge products generated in recent years; interactions with Member States, including through direct



consultationsⁱⁱⁱ and a Development Dialogue convened by the UNIDO Secretariat on 19 May 2022. Additional inputs have been collected through systematic engagement with international organizations and multilateral cooperation mechanisms with a stake in industrial policy and industrial development. As a result of this engagement, UNIDO is continuously learning about existing mechanisms to facilitate dialogue and knowledge exchange on industrial policy issues between countries at different stages of development. The team is exploring ways to leverage and create synergies with other UNIDO global forum activities that have a well-established tradition and reputation among Member States and the industrial development community.

The first Multilateral Industrial Policy Forum will take place in the first quarter of 2023, and will be held regularly thereafter. The inaugural edition in 2023 will serve to inform the subsequent scaling up of the MIPF during 2024 and 2025, which could include integration with other UNIDO global forum activities and partnership building to ensure the Forum's sustainability by leveraging on the initial investment made by UNIDO.

The rationale for a Multilateral Industrial Policy Forum

The MIPF is anchored in the most recent industrial development debates

The MIPF is underpinned by observed trends in policy, research and industrial development practices, as well as by the overall development discourse. The world is currently transitioning to the post-pandemic era. As discussed in UNIDO's IDR2022, several megatrends were already shaping the future of industrialization at the global level long before the COVID-19 pandemic broke out: digitalization and automation of industrial production, a rebalancing of global production and a growing need to reduce the environmental footprint and decarbonize economies (UNIDO, 2021a). These rapid transformations, many of which have accelerated due to the social and economic crises triggered by the pandemic, also affect the general setting and dynamics of industrialization. Strengthening the productive sector by implementing industrial policy will be fundamental to exploiting emerging opportunities and tackling challenges. The MIPF will strive to present distinct perspectives on how industrial policy connects to broader issues of development strategy and other policies, capacities and capabilities, such as infrastructure development and human capital. Similarly, the Forum aims to shed light on how industrial policy can influence outcomes such as productivity growth, structural transformation, enhanced competitiveness and, ultimately, poverty reduction in all its multiple facets.

The Forum contributes to the observed revival of industrial policy in both theory and practice.

For decades, the standard argument that the rule of the market is the most efficient vehicle to achieve well-functioning economies and to allocate resources across sectors (Stiglitz et al., 2013) diverges from the observations on the importance of policies that enable governments to influence the dynamics of the economy to achieve targeted development goals (Amsden, 1989; Chang, 2002; Rodrik, 2009; Wade, 1990). A recent survey shows that over 80 countries, both developed and developing, accounting for around 90 per cent of global GDP, have adopted formal industrial development strategies since 2013. The rate of adoption of both formal



industrial policies and individual policy measures targeted at industrial sectors appears to be at an all-time high (UNCTAD, 2018).

MIPF advocates industrial policy

Importantly, MIPF addresses requests for the establishment of a multi-stakeholder platform for knowledge sharing of successful industrial policy experiences. The international community supports the establishment of a platform to foster knowledge sharing and to enable countries to learn about novel approaches to industrial policy (Aiginger & Rodrik, 2020; OECD, 2015; UNIDO, 2017a).^{iv} Due to the complex nature of industrial development challenges that need to be addressed through policy, any such platform must include multiple stakeholder representatives, including from the government, international organizations, the private sector and academia. By bringing together this heterogeneous stakeholder base, MIPF will help participants understand industrial development needs better, facilitate rapid identification and development of priority areas of collaboration, and design more effective industrial policies aimed at improving the well-being of countries and the world as a whole.

The Forum will enable participants to learn from the pandemic from an industrial policy perspective. For example, the pandemic suggests including considerations around disaster risk management and resilience building through industrialization (López-Gómez & Santiago, 2022). If there was any scepticism left about the suitability of industrial policies to bolster risk management and resilience, it dissipated with the outbreak of the COVID-19 pandemic, as the significance of functioning and resilient productive sectors moved into the spotlight. Strong manufacturing sectors helped countries weather the crisis (UNIDO, 2021a), and are expected to contribute to recovery and growth in the post-pandemic era. Using industrial policies to underpin economic resilience is anything but new. In the aftermath of the global financial crisis of 2008, industrial policy interventions helped firms withstand the ensuing crisis. Without government intervention—which included providing lifelines to certain firms and industries—the impacts of the financial crunch on the market of advanced economies may have deteriorated (Haraguchi, 2020). This more encompassing role of industrial policy introduces a time dimension to distinguish both short-term and long-term implications. In the short term, industrial policy can help mitigate unemployment effects and stimulate recovery; in the long term, it promotes structural transformation, productivity growth and the attainment of the SDGs.

The Forum will adopt a broad notion of industrial policy, which is understood as a body of policies targeting industry, including but not limited to manufacturing development, to foster the structural transformation of economies from low to increasingly higher productivity sectors and to activities with greater potential to positively influence overall societal well-being.

The MIPF will address growing demands for new knowledge and capacity development around industrial policy

Industrial policy tends to be characterized by different priorities and agendas^v; hence, strengthening industrial policy capacities at different levels is crucial for all countries.



Successful policy formulation and implementation should address development challenges at the national level, and be targeted at global threats to environmental sustainability, persistent inequalities, and the continuous need for structural transformation. At the same time, the heterogeneity of approaches to industrial policy across countries means that there is a plethora of positive and negative spillovers between countries and a wide scope for mutual learning.

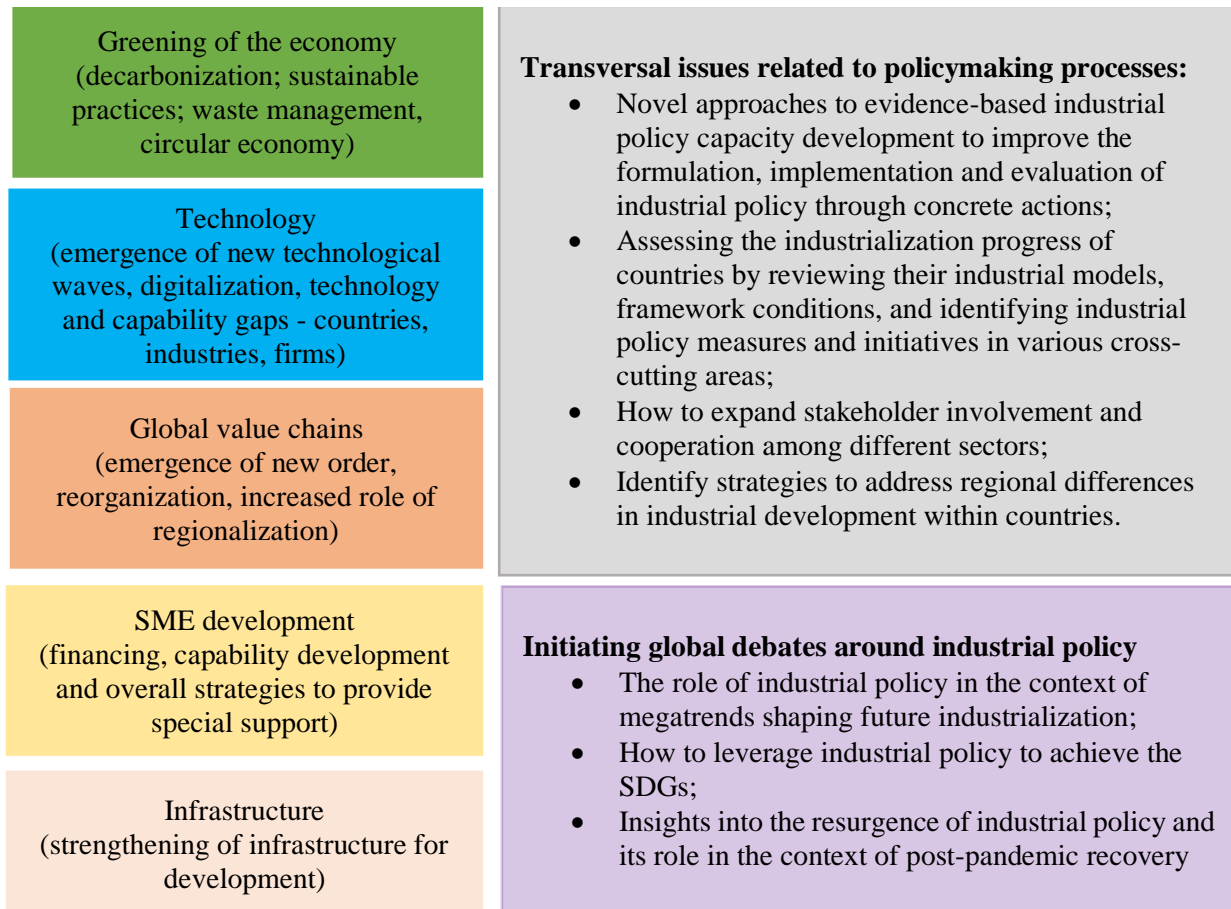
The increasingly complex environment around industrial development implies that the levels of knowledge and capacities required to formulate and implement industrial policies in the 21st century have grown significantly. The findings from UNIDO's consultations with Member States as part of the preparatory process of MIPF support this view. One of the most cited challenges for industrial development is greening of the economy. In addition to the ecological aspects of those challenges, social dimensions need to be considered as well. Member States have emphasized the need to gain better insights into which industrial policy instruments can best promote the decarbonization of the economy, more sustainable industrialization practices, circularity and waste management, among other topics. Challenges associated with the emergence of new technologies and the role of industrial policy to help countries navigate emerging technological paradigms and reduce technological gaps between nations; how to address present and future disruptions in global value chains and difficulties faced by micro, small and medium-sized enterprises (MSMEs) have also been highlighted by Member States.

Member States have likewise expressed interest in broader cross-cutting issues, i.e. broader policy-making considerations, around, *inter alia*, evidence-based policymaking, multi-stakeholder involvement in policy formulation. A frequently cited challenge in industrial policymaking is how to intensify cooperation and synergies between government and other entities with a stake in industrial policy to sustain industrial policy planning in the mid-term.

Finally, Member States have expressed interest in establishing a forum that initiates global debates around topical industrial policy issues, such as, for instance, possible ways to leverage industrial policies to achieve the SDGs, emerging trends towards a new wave of protectionism, to name a few. Figure 1 illustrates the challenges identified by Member States.



Figure 1. Towards an MIPF agenda of work: Considerations from Member States



Source: UNIDO based on results from consultations with Member States on the MIPF

Building on the above, the MIPF proposes an agenda for dialogue that will include topical issues around environmental sustainability and new technologies, and the use of industrial policies to shape the future of industrialization for inclusive and sustainable development. The Forum will explicitly emphasize both the environmental and social dimensions of policy support and other types of policy-related activities the Forum participants would need to discuss and exchange information on.

A niche for the MIPF amidst UNIDO’s regularly organized multilateral industrial development fora

The initial scoping work around the establishment of the MIPF further supports the significance of a thematic approach on industrial policy. The proposition for the MIPF to address industrial policy-related issues will allow participants to focus their discussions on the mechanisms, actors and other factors that play a role in setting strategic directions and in devising solutions to development challenges, which are suitable for countries at different stages of industrial development. Similar thematic fora exist at UNIDO. For example, the biennial Vienna Energy



Forum (VEF)^{vi} facilitates a multi-sectoral, multi-stakeholder and interdisciplinary dialogue on sustainable energy for inclusive development and productive capacities. The Global Manufacturing and Industrialization Summit (GMIS)^{vii}, convened in partnership with the Government of the United Arab Emirates, provides a platform for multi-stakeholder and interdisciplinary dialogue towards an inclusive and sustainable future of manufacturing, placing emphasis on prevailing global issues, from globalization to sustainable value chains to repurposing digitalization for prosperity. Hence, MIPF will complement and maximize synergies with other UNIDO-led normative activities and events.

The focus on industrial policy will also supplement UNIDO's regularly organized multilateral industrial development forum, the "Forum on Industrial Development Issues" which, through [GC.9/Res.1](#) of 11 December 2001, has become a standard component of every UNIDO General Conference. This Forum contributes to the building of a common understanding of development issues through continued thematic review of the fields that are relevant to UNIDO's technical cooperation activities and that might influence the Organization's policy direction. In recent years, this function has been fulfilled by organizing the Inclusive and Sustainable Industrial Development (ISID) Forum and the launch of the Industrial Development Report (IDR) and related side-events as part of the General Conference.

A unique window of opportunity for UNIDO

UNIDO's strategic priorities include the mandate "Strengthening knowledge and institutions", aiming at complementing the organization's existing work with a stronger focus on reinforcing the knowledge base for inclusive and sustainable development at the project, programme, country and international level, as well as the institutional capacity at the technical, policy and normative level (UNIDO, 2017b, 2017a). It is in this context that UNIDO has identified the urgent need for a forum to facilitate multilateral policy dialogue and knowledge sharing on industrial policy issues. UNIDO is in a privileged position to exploit this window of opportunity, building on its accumulated expertise in terms of both promoting global dialogue around industrial development issues, and in providing specialized policy advisory services to the Member States.

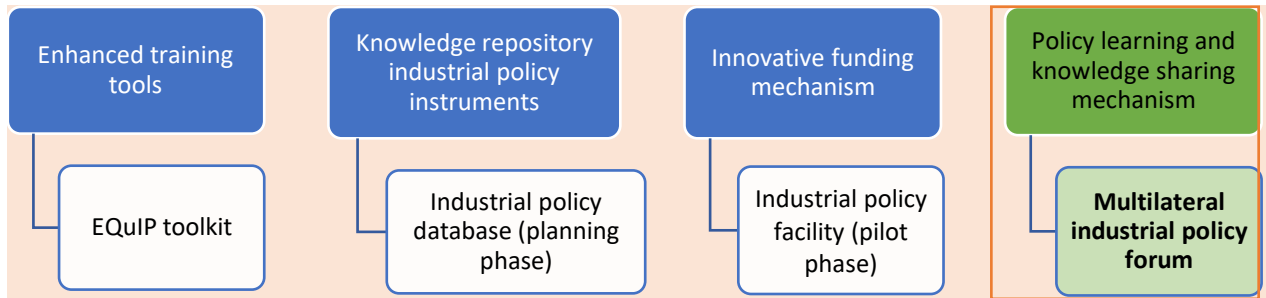
In line with the motto of the new UNIDO leadership: 'Progress by innovation', the organization is committed to knowledge sharing for the benefit of all. UNIDO also stands ready to collaborate with public and private actors on innovation and technology transfer, to build capacities and improve institutions in both the public and private sectors to remain competitive and to address global challenges (Müller, 2022).

The MIPF is part of UNIDO's ongoing efforts to integrate and scale up different industrial intelligence and industrial policy advisory services for Member States to foster knowledge sharing and multilateral learning, networking and partnership building to more systematically inform operational efforts around new approaches to industrial policies (see Figure 2). By focusing on good policy practices, the MIPF will contribute to substantiating the advocacy^{viii} role in UNIDO's normative work, thereby enhancing the organization's ability to facilitate



inter-governmental dialogue and coordination, as well as identifying proven mechanisms for policymakers to engage with other stakeholders on different facets of the industrial policy process, from formulation and design to implementation, monitoring and evaluation.

Figure 2. Integrated view of UNIDO’s support for industrial intelligence capacity development



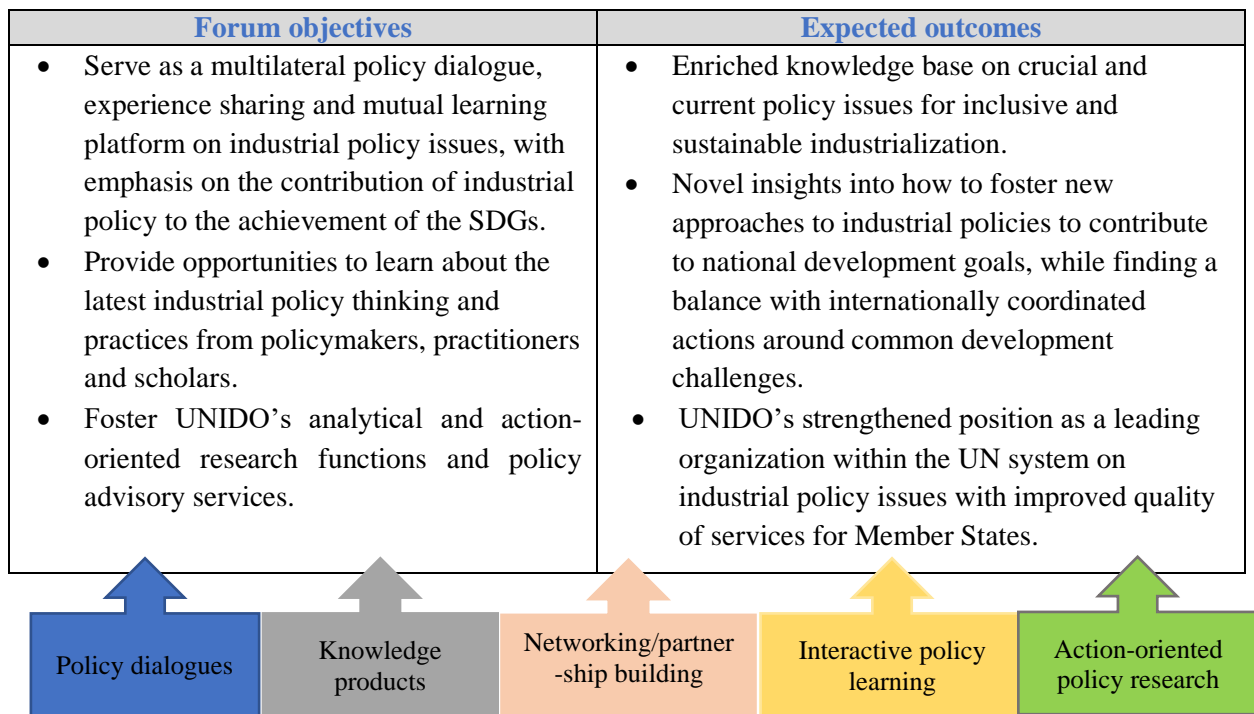
The establishment of the MIPF will further enhance UNIDO’s unique role as the leading entity responsible for promoting industrial development within the United Nations system. In addition, it will enable UNIDO to leverage on and enrich existing partnerships and create synergies with new partners.

UNIDO’s Multilateral Industrial Policy Forum

Main objectives, intended outcomes and key activities

Figure 3 summarizes the main objectives and intended outcomes of UNIDO’s MIPF, as well as the key activities to be carried out to achieve them.

Figure 3. MIPF: objectives, intended outcomes and activities



Drawing from a broad participant base, the MIPF will foster policy dialogues around key topics that are of relevance for Member States. This presupposes close and continuous interaction between the team responsible for organizing the MIPF and UNIDO Member States. To facilitate learning, policy dialogues will be documented through a range of knowledge products, including a summary report after each MIPF edition, position or background papers to motivate discussions, working papers, press releases and other communication pieces to capture discussion and policy recommendations arising from the forum. The heterogeneity of participants will foster networks and partnerships; hence, the debate will shift towards specific industrial policy issues beyond generalizations and identify specific courses of action. Policy- and opinionmakers will leave the forum with in-depth information on and assessments of crucial policy issues, which may consequently benefit their respective national and regional industries, academia and civil societies.

Through such broad-based interactions, informed by discussions and contributions to the MIPF, UNIDO expects to inform action-oriented policy and research agendas. These will, in turn, foster UNIDO’s ability to contribute to global debates on industrial policy-related issues, shaping its industrial policy advisory services and approaches to include different forms of capacity development for industrialization and the achievement of the SDGs.

Knowledge sharing will be promoted through the presentation of a position paper (produced by UNIDO), followed by a panel discussion. The theme of the paper will differ for every event



and be informed through UNIDO's research work. Consultations with Member States, scholars and subject matter experts will enrich the paper and the discussions around it.

Fostering interactive policy learning

The MIPF proposes the introduction of interactive sessions, giving countries the opportunity to learn from each other's policy experiences as a central element of the Forum's activities. The interactive sessions will focus on facilitating exchanges on concrete policymaking experiences, including the formulation, implementation and follow up of industrial policy interventions. Member States will have a dedicated space to exchange information about their industrial policy approaches and to more broadly define their industrial development models. The aim of the exchanges is to elaborate possible measures to address the constraints encountered in achieving the identified industrial development goals and objectives. UNIDO will assume responsibility for identifying suitable topics for debate to carefully select matchmaking and to foster networking among participant countries. UNIDO will lead the dialogue and document the lessons learned.

UNIDO is conducting a survey and engaging in consultations with different international organizations to identify existing mechanisms that facilitate policy learning. The purpose is to determine the scope of the role of industrial policy in the debate and to learn about the dos and don'ts of such exercises. Thereby, UNIDO will be in a better position to establish a unique forum to drive global debates and actual industrial development practices. Table 1 presents some of the existing activities explored by UNIDO as part of the development of MIPF. The added benefit of this consultative exercise is the creation of synergies and avoiding duplication of efforts between UNIDO's MIPF and other activities intended to facilitate policy learning, with an emphasis on industrial policy matters.



Table 1. An example of existing policy learning mechanisms across organizations and regions

Name	Responsible organization	Countries/ regions covered	Inclusion of industrial policy/development matters
African Peer Review Mechanism (APRM)	African Union (AU)	Africa	Ensures that policies (incl. industrial and agricultural policies) of the AU Member States conform to the agreed political, economic and corporate governance values
Production Transformation Policy Reviews (PTRs)	OECD	Global	Provide actionable recommendations for improving policy design (incl. for industrial development) and impact for production transformation
Trade Policy Reviews	WTO	Global, mandatory for WTO Member States	Examine the impact of a Member State's trade policies and practices on the multilateral trading system, whereas trade policies are addressed by sector, typically with extensive coverage of agriculture, light industry, manufacturing, ICT, etc.
Global Observatory of Science, Technology and Innovation Policy Instruments (GO-SPIN)	UNESCO	Global	Country profiles developed within GO-SPIN analyse and review their national STI policy systems (incl. standard content analysis of agricultural, energy, health, industrial and mining sectors)
Science, Technology and Innovation Policy (STIP) Reviews	UNCTAD	Global	Assist countries in aligning their STI policies with development strategies while promoting sustainable development and the achievement of the SDGs (incl. SDG 9)
Investment Policy Reviews	UNCTAD	Global	Promote sustainable development through the establishment of a sound regulatory framework for investment and ensuring its consistency with other economic and sector policies (incl. industrial policies)
Accelerator Labs	UNDP	Global	Provide grassroots-led solutions covering all 17 SDGs and working towards achievement of SDG 9 by exploring untapped opportunities in waste management, food security, the circular economy, digital transformation, etc.

Source: UNIDO based on results from a survey of existing policy learning mechanisms for the MIPF

The emerging findings from UNIDO's survey of existing policy learning mechanisms offered by other international organizations reveal the existence of a diversity of approaches and how various policy solutions work in various contexts. The analysed mechanisms and tools for policy learning significantly differ in terms of their focus, nature and scope, as do their methodologies and review periods. By being aware of these differences, UNIDO was able to identify distinct elements, which could be helpful for establishing its MIPF:



- Mediator's role (instead of mentor's) of UNIDO in the policy learning process;
- Possibility to organize face-to-face consultations between Member States;
- Focus on real-time learning and the latest innovative solutions, aimed at speeding up achievement of the 2030 Agenda;
- Focus on practical implications of the recommendations with the possibility of linking to UNIDO's technical assistance offers (“assess” =>“address”); and,
- Recognition of a country's ownership and public-private dialogue in the formulation and updating of industrial policies.

The promotion of industrial policy learning within the MIPF will take the expectations expressed by several Member States into consideration while it acknowledges that it is crucial to provide a space for debate on industrial policy issues. The MIPF seeks to stimulate knowledge exchange. It should neither turn into a formal mechanism that reviews the achievements of countries, nor into a binding instrument through which countries that share their experiences are expected to act on specific recommendations brought forward at the MIPF. Member States have emphasized the importance of enabling the participation of representatives from different sectors, including but without limited to governments. Thus, MIPF builds on the premise that a good policy drives economic development. By facilitating the engagement of Member States with their peers, and experts from industry, academia and international organizations with a stake in industrial development, the Forum will enable voluntary exchange of experiences around industrial policymaking. Hence, Member States will gain from the opportunity to identify key steps to leverage on industrial policy to improve their economic, social and environmental performance.

Forum format and approach

The MIPF is targeted at a diversity of stakeholders and audiences, including Member States and other countries (governments), international organizations with a mandate in industrial development, academia and specialized media. Member States have highlighted that the participation of private sector representatives could be a central input to supplement knowledge exchanges, and to better position future industrial development interventions.

The MIPF team remains committed to advancing gender mainstreaming in the Forum. Determined steps are being taken to maintain a gender balance among the participants in all Forum activities, with the target set at 40%-60%, thereby minimizing gender biases in the professional programme and ensure that more women contribute to the Forum.

The MIPF's inaugural edition in 2023 will consist of three half-days with sessions dedicated to political statements, keynotes by industry representatives and renowned scholars and panel discussions. In addition, sessions for policy dialogue, networking and knowledge sharing on specific topics will be organized. Through a series of interactive sessions, MIPF participants will:



- Learn from fellow industrial policymakers, subject matter experts and industry practitioners by exchanging know-how on industrial policymaking in a wide-ranging of crosscutting areas related to industrialization.
- Engage in panel discussions and learn the latest thinking and practices of industrial policy against the backdrop of the current and future megatrends of industrialization.
- Participate in high-quality networking and capacity development initiatives to strengthen the knowledge foundations and skills of participants on the effective planning, design and management of policy processes that are relevant for attaining ISID.

Based on feedback from Member States, UNIDO's thematic priorities and ongoing analytical work, the topics decarbonization of industry and the digitalization of manufacturing are proposed for MIPF's inaugural edition. A more detailed draft programme is presented in the attached draft programme.

Governance of MIPF

UNIDO's Division of Capacity Development, Industrial Policy Advice and Statistics (CPS) will organize and coordinate the MIPF. Partnerships can be established with UNIDO's Member States and international organizations that share common strategic priorities and visions of strengthening knowledge sharing, mutual learning and institutions.

An advisory committee consisting of renowned scholars and subject matter experts will advise the organizing committee on the MIPF's strategic direction and content. Modalities to ensure Member State participation can be explored as part of the ongoing engagement with them through, for example, the ongoing Development Dialogue.

CPS is in the process of setting up a dedicated Secretariat for the MIPF in accordance with UNIDO practices and regulations. The Secretariat will be responsible for assisting in the selection of speakers, developing the Forum's content, and sending invitations to policymakers, scholars and private sector representatives. The Secretariat will collaborate with other relevant UNIDO divisions.

To ensure the Forum's sustainability, the MIPF team is exploring potential partnerships for organizing the Forum, including funding options. While seed funding from UNIDO's own resources will support the MIPF's inaugural edition in 2023, UNIDO invites interested partners to join in the effort to consolidate the organization of the Forum. To the extent possible and based on expressed interest by some Member States, future editions of the Forum could consider co-organizations at different venues—subject to availability of resources in the host country—which could open the possibility of field visits to relevant industrial sites or the development of projects that could be leveraged to facilitate knowledge exchange and networking.



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Annex 1. Suggested structure of the Interactive Learning Sessions

Multilateral Industrial Policy Forum (MIPF)

Suggested structure of the interactive learning sessions

Structure interactive learning session	<p>The proposed structure of the interactive learning sessions consists of five parts. UNIDO will organize a brief presentation to introduce the overarching topic(s) to be discussed at the session. This triggering presentation would be followed by country presentation(s) and an ensuing discussion on the presented policy case. A Q&A session will allow participants to address any untouched items, before finishing with closing remarks.</p>
Welcome	<p>Welcome by the moderator.</p>
Triggering presentation	<p>Triggering presentation given by UNIDO to set the scene, to introduce the topic (i.e. decarbonization of industry or digitalization of manufacturing) and provide some background on the issue.</p>
Country presentation	<p>The country presentation(s) consists of a country panel that includes two key policymakers who are engaged, on an operational level, in the formulation and/or implementation of a policy intervention to address a specific challenge related to the topic under discussion.</p>
Discussion	<p>The discussion envisages a multilateral dialogue between industrial experts, scholars and government representatives of Member States. The panel will consist of four discussants, taking questions and providing feedback on the country presentations.</p>
First round of comments	<ul style="list-style-type: none">• First round of comments and questions by the discussants, 5 min. per person.
First round of reply	<ul style="list-style-type: none">• First round of answering questions and replying to comments by the country's policymakers.
Second round of comments	<ul style="list-style-type: none">• Second round of comments and questions by the discussants, 3 min. per person.
Second round of reply	<ul style="list-style-type: none">• Second round of answering questions and replying to comments by the country's policymakers.
Open floor for Q&A	<p>All participants can engage and ask questions during the Q&A session. The country panellists and discussants will provide answers and comments.</p>
Closing	<p>Closing of the session by the moderator.</p>



Suggested structure and guiding questions for an interactive learning session

Country presentation

The structure and guiding questions are a proposal meant to inform speakers and allow rapporteurs to capture the key messages emerging from the discussions. This structure follows a commonly agreed understanding of the nature of policymaking processes. Countries presenting a case can focus on a specific aspect, either policy formulation, policy implementation or monitoring and evaluation. The actual structure and content may vary, depending on the specificities of the topic.

Agenda setting and policy formulation These questions dissect the policy problem, the context and the various aspects of the policy formulation process to address the problem.

Guiding questions

- Which problem required concrete policy intervention?
- What did the policy formulation process look like?
- Who was involved in the policy formulation process?
- How were the policy instruments chosen?
- Did the policy formulation process encounter any obstacles? If so, what were they?
- What does the actual policy look like?
- What were some of the policies considered during the adoption process? Why did policymakers settle on this specific policy? Was any inspiration drawn from policies in other countries?

Policy implementation These questions aim to highlight the implementation of a policy design process into an operational setting.

Guiding questions

- Did the policy implementation process encounter any obstacles? If so, what were they?
- Did the implementation take gender equality into consideration?
- How were resources mobilized and allocated? How were responsibilities assigned?
- What policy instruments were used to achieve the policy objective?
- (In case of a large country) How are regional differences, different industries or different sectors dealt with?
- How is inter-governmental policy coordination or buy-in ensured?

Monitoring and evaluation After implementation, monitoring and evaluation can be addressed to inform policymakers on ways to improve the processes and review the lessons learned.



Guiding questions

- Is there any monitoring and evaluation in place to capture the policy's progress and impact? If so, how is this being approached?
- Is the policy yielding the desired results? What type of evidence suggests this?
- What are some of the indicators to follow up on and why were those specifically chosen?
- In retrospect, what could have been done better?

Discussion

Goal of the discussion

Potential questions

- What are the main “success factors” in the industrial policy formulation and implementation process? Why?
- Is there a role for international organizations to support your country in these processes? If so, what would that role be?
- What are the main national and international partners (national institutions, international development organizations, IFIs, etc.) for policy formulation and implementation?
- What approach was taken to identify relevant stakeholders? How were they brought together, and did they follow through?

The format of the interactive learning sessions is subject to change to reflect the nature of the policy issue under debate.



ⁱ UNIDO. 2021. “Medium-Term Programme Framework 2022-2025. ‘Integration and Scale-up to Build Back Better’. Proposal by the Director General.” IDB.49/8-PBC.37/8. UNIDO Industrial Development Board - Forty-ninth session: United Nations Industrial Development Organization. The MTPF emphasizes that in 2022–2025, “UNIDO will prioritize, as appropriate and feasible, the further enhancement of its normative role [...] defined [...] as the combination of thought leadership, policy advice, and norms- and standard-setting activities.” (p.17)

ⁱⁱ The MTPF emphasizes that in 2022–2025, “UNIDO will prioritize, as appropriate and feasible, the further enhancement of its normative role [...] defined [...] as the combination of thought leadership, policy advice, and norms- and standard-setting activities.” (p.17)

ⁱⁱⁱ The MIPF team greatly appreciates direct inputs received from Albania, Argentina, Austria, Brazil, Ecuador, Germany, India, Indonesia, Kenya, Mexico, The Dominican Republic, The People’s Republic of China, The Philippines, Türkiye and Uruguay.

^{iv} Examples include the Organisation for Economic Co-operation and Development (OECD)’s emphasis on “Mutual learning and co-creation of innovative approaches” in its post-2015 agenda (OECD, 2021); Asian Development Bank rolling out of its “Knowledge management action plan” 2021-25 (Asian Development Bank, 2021); World Bank’s “Knowledge sharing and reuse incentive framework” (World Bank, 2019).

^v For example, industrialized countries might put more emphasis on research and innovation, environmental protection and public health, while industrializing countries may focus more strongly on micro and small-medium enterprise development, job creation for locals and local content development.

^{vi} <https://www.unido.org/vienna-energy-forum-2021>

^{vii} <https://tii.unido.org/event/global-manufacturing-and-industrialisation-summit-gmis-2021>

^{viii} <https://www.unido.org/normative>