



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



# ANNUAL REPORT

## 2024

### PROGRESS BY INNOVATION





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UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2025

UNIDO Annual Report 2024

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This edition of the Annual Report reports on the results achieved by UNIDO in relation to the indicators contained in the Programme and Budgets 2024–2025, which is a subset of the integrated results and performance framework (IRPF) as one of the appendices of this report.

Unless otherwise stated, all references to sums of money are given in United States dollars, and references to “tons” are to metric tons.

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Operational statistics • Project approvals under voluntary contributions • Technical assistance to least developed countries (LDCs) • Programmable funds • Programme for Country Partnerships (PCP) • Appointments of Individual Service Agreement (ISA) holders • Agreements and other Arrangements concluded by UNIDO in 2024 • Country promotion presentations/seminars organized by Investment and Technology Promotion Offices (ITPOs) in 2024 • Field representation • Overview of UNIDO workforce • Staff development • Industrial statistics • Results-based budgeting – results indicators



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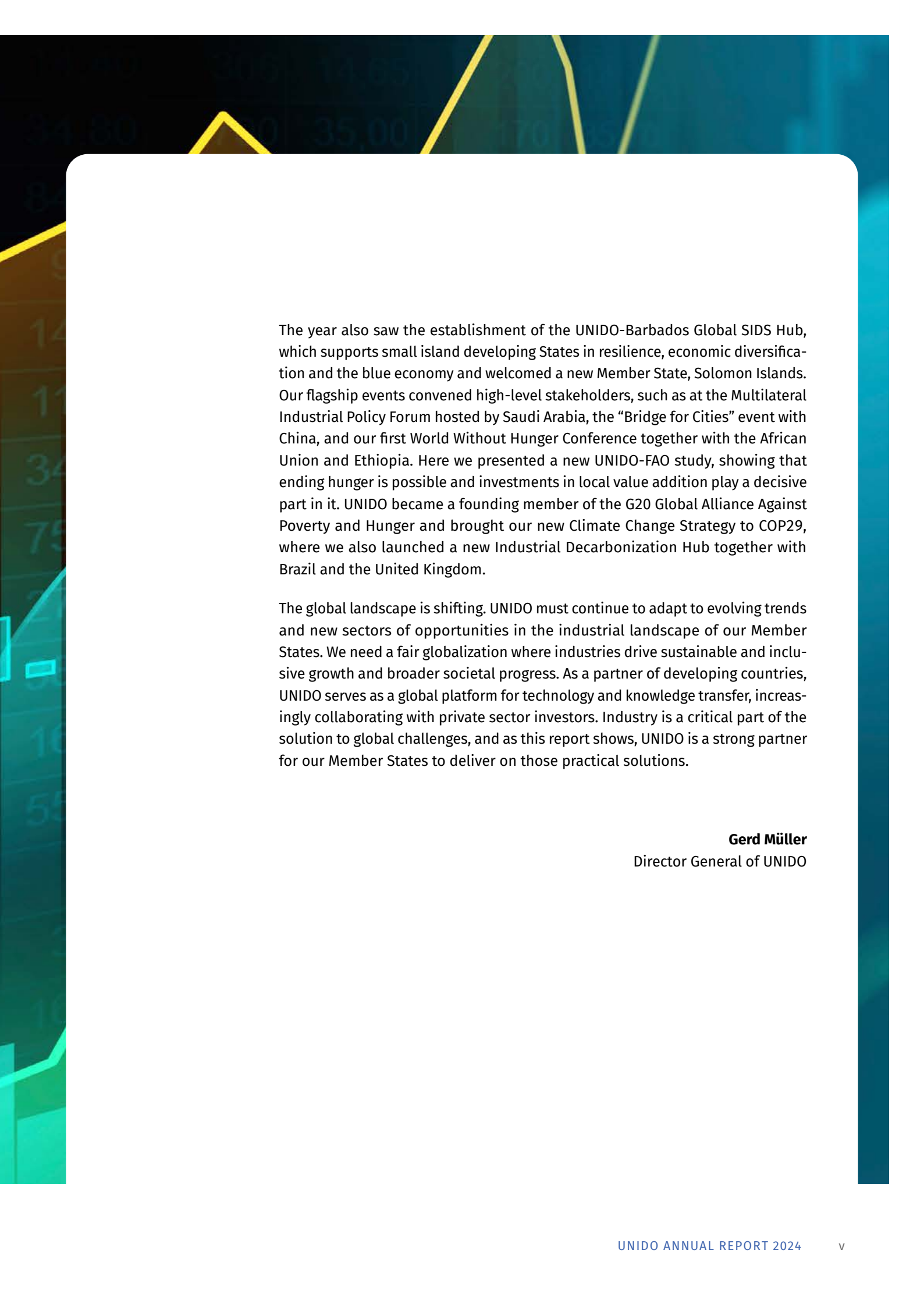


## FOREWORD

Today's world is marked by challenges which are reshaping the global economic landscape and exacerbating the crises of hunger and poverty. Resource scarcity, conflicts, the impacts of climate change, population growth and widening socio-economic gaps within and between nations – the challenges are daunting, but solutions exist. What is needed is political will and investment on a new scale. Now more than ever the world needs to rally together and put the existing resources into action. The industrialized countries have a special responsibility to fulfil their long-pledged commitments on development assistance and climate finance. The private sector also must promote fair and sustainable supply chains and realize global investment opportunities to create win-win situations for a more peaceful and prosperous world. UNIDO is at the forefront of offering innovative approaches and solutions to create perspectives for the future.



2024 was a year of hard work and remarkable progress for UNIDO, thanks to the great support of our Member States, our funding partners and above all our committed workforce. We increased our technical cooperation delivery by 29%, exceeding our target. Voluntary funds mobilization reached a record high with more than \$660 million, allowing us to launch new initiatives, including with the private sector and development partners such as the Global Environment Facility, the Green Climate Fund and the Adaptation Fund. With Japan we launched large-scale programmes that work with Japanese companies to transfer low-carbon technologies to Ukraine and the Global South. Our Africa Trade Competitiveness and Market Access Programme with the European Union and International Trade Centre is crucial to removing trade barriers and opening up new economic possibilities in Africa. And the newly opened China-Africa-UNIDO Centre of Excellence promotes sustainable industrialization, agricultural modernization, and skills development across Africa.



The year also saw the establishment of the UNIDO-Barbados Global SIDS Hub, which supports small island developing States in resilience, economic diversification and the blue economy and welcomed a new Member State, Solomon Islands. Our flagship events convened high-level stakeholders, such as at the Multilateral Industrial Policy Forum hosted by Saudi Arabia, the “Bridge for Cities” event with China, and our first World Without Hunger Conference together with the African Union and Ethiopia. Here we presented a new UNIDO-FAO study, showing that ending hunger is possible and investments in local value addition play a decisive part in it. UNIDO became a founding member of the G20 Global Alliance Against Poverty and Hunger and brought our new Climate Change Strategy to COP29, where we also launched a new Industrial Decarbonization Hub together with Brazil and the United Kingdom.

The global landscape is shifting. UNIDO must continue to adapt to evolving trends and new sectors of opportunities in the industrial landscape of our Member States. We need a fair globalization where industries drive sustainable and inclusive growth and broader societal progress. As a partner of developing countries, UNIDO serves as a global platform for technology and knowledge transfer, increasingly collaborating with private sector investors. Industry is a critical part of the solution to global challenges, and as this report shows, UNIDO is a strong partner for our Member States to deliver on those practical solutions.

**Gerd Müller**  
Director General of UNIDO

ENDING HUNGER

SUSTAINABLE SUPPLY CHAINS

CLEAN ENERGY AND CLIMATE ACTION

## HIGHLIGHTS 2024

Funds mobilized by UNIDO for technical cooperation reached a record high in 2024 with a total of \$663.6 million. Net approvals, defined as voluntary contributions allocated for implementation and cash received, also reached a record high from both Member States and the European Union of \$139.7 million and \$65.6 million respectively.

Technical cooperation delivery increased by 29 per cent compared to 2023, exceeding the set target.

Again exceeding our targets, 69 per cent of approved projects significantly contributed to gender equality and the empowerment of women.

UNIDO welcomed a new Member State, Solomon Islands, and opened the UNIDO-Barbados Global SIDS Hub.



**+ 29% increase**  
in technical cooperation  
delivery



**+ 102% increase** in technical  
cooperation funds mobilized

**69%** of projects significantly  
contributed to gender equality

**1** new Member State

**34** new or updated  
agreements with business  
partners





© Getty Images

## ENDING HUNGER

### Programatically:

UNIDO's **World Without Hunger** Conference, organized with the Government of Ethiopia and the African Union Commission, and technical support from the Food and Agriculture Organization (FAO), **intensified efforts to end hunger**. A new UNIDO-FAO study presented an income-generating approach through value addition and concrete investment opportunities. The conference offered solutions, mobilized investment, and led to the roadmap of the Addis Ababa Call to Action. UNIDO also launched the innovative Transformation Pathways Fund to support SMEs in decarbonizing agrifood systems.

The **China–Africa–UNIDO Centre of Excellence** in Addis Ababa, opened on the sidelines of the conference, will be a hub for agricultural modernization, improving the agribusiness sector, and skills development across Africa, using the latest technologies, AI, and renewable energy.

UNIDO also became a founding member of the **G20 Global Alliance Against Hunger and Poverty**.

UNIDO's new **Blue Industry Task Force** supports water-related industries which provide food, address climate change, and strengthen supply chains.

The Organization has secured new funding from Afreximbank for a further **15 agro-parks** in Africa. The UNIDO **Investment and Technology Promotion**

**Offices Network** is scaling solutions for agri-business to increase local incomes and food security.

Finally, UNIDO is the main implementation partner in a new **private-public initiative for worldwide coffee supply chains**, launched under the Italian Presidency of the G7.

**On fair and sustainable supply chains**, UNIDO is a key implementation partner for the **African Trade Competitiveness and Market Access Programme**, a €200 million initiative to enhance sustainable trade across Africa together with the European Union and ITC.

The **West Africa Competitiveness Programme** helped farmers, cooperatives and SMEs in Sierra Leone expand into regional and international markets by enhancing food safety.

At the World Artificial Intelligence Conference, UNIDO inaugurated the **Global Alliance on AI for Industry and Manufacturing Centre of Excellence**, supported by China.

As part of the **“Partners of the Cotton Initiative”**, UNIDO aids the creation of a sustainable textile industry in the West African region, signing together with financial institutions a new joint declaration to realize investment needs.





## SUSTAINABLE SUPPLY CHAINS

The **Industrial Park Leadership Training Programme** supports enterprises from 11 countries across Africa, the Arab region, and Asia and the Pacific.

**Country initiatives** include a Smart Manufacturing Innovation Centre equipping workforces in Serbia and Slovenia with cutting-edge skills to reduce waste and energy consumption.

UNIDO continued to give priority to **strengthening quality and market compliance**, for example by supporting the honey sector in Ethiopia, quality certifications for rural cooperatives in Paraguay, and agricultural value chains in Sierra Leone.

UNIDO promoted **clean energy access and climate action** through the successful implementation of ongoing projects and the launch of new initiatives.

The new **UNIDO Climate Change Strategy** provided the framework for the Organization's engagements at COP29 in Baku where UNIDO support also led to the signing of pledges by more than 50 Governments and other stakeholders. New projects include **energy efficiency in Africa together with Sweden**, the **Industrial Decarbonization Hub with Brazil and the United Kingdom of Great Britain and Northern Ireland**, under the Partnership for Net Zero, and the **decarbonization of steel in South Africa with the Mitigation Action Facility**.

The newly launched **Global Matchmaking Platform** of the Climate Club, hosted by UNIDO, will provide

a one-stop shop for developing countries to decarbonize heavy-emitting industries, part of a larger, \$1.3 billion pledge from Canada, Germany, the United Kingdom and the Climate Investment Funds.

The UNIDO **International Hydrogen Energy Centre in China** stewarded nine enterprises and five technologies, initiated the world's largest demonstration of hydrogen production, and is formulating international standards for using hydrogen at scale.

The UNIDO **Global Network of Regional Sustainable Energy Centres** launched two new centres in Azerbaijan and Angola, and the **Global Cleantech Innovation Programme Accelerator** established in 2014 now supports over 1,650 energy innovators in 14 countries.

The **EU4Environment programme** helps industries in five countries transition to cleaner processes and circular economy.

UNIDO is coordinating a global dialogue through the **Climate and Ozone Protection Alliance** on regulatory policy frameworks and best practices.

**Innovative country initiatives** include a three-year programme in Nigeria with the European Union to develop at least six small hydropower sites to increase energy access for irrigation and electrification.



## CLEAN ENERGY AND CLIMATE ACTION

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By **mobilizing private sector investments**, UNIDO facilitated investments in Egypt to reduce waste and produce bio-based fertilizers, and helped diversify the energy portfolio in Uruguay. With the Private Financing Advisory Network, a private equity fund was started for investments in South Asia, and Pakistan in particular, and a financing vehicle established in Fiji to electrify communities.

**Partnerships, including with the private sector**, are at the heart of the UNIDO approach to galvanizing investments and innovation for concrete solutions. The UNIDO Solutions Platform is an innovative digital tool showcasing effective, scalable solutions for sustainable industrialization.

UNIDO announced a lighthouse solution for the digital and sustainable transformation of **the coffee value chain in Africa** with the **International Coffee Organization, illycaffè SpA, Lavazza, Google, and NGIS**.

UNIDO launched the **Green Industrial Recovery Programme for Ukraine**. The value of projects to be implemented under the programme exceeds \$210 million, including a new major contribution from Japan focusing on technology transfer from Japanese companies, as well as support from Austria, Bulgaria, Czechia, Germany, Poland,

Switzerland, the European Union and the Global Environment Facility (GEF).

UNIDO's **research and policy advice** expertise was the centre of the **Multilateral Industrial Policy Forum hosted by Saudi Arabia**. The Forum showcased how to harness the potential of artificial intelligence (AI) in manufacturing, transition to clean energy, and establish sustainable and resilient supply chains for local value addition and job creation. To integrate AI sustainably into industries and promote greener practices, UNIDO developed the **AIM GREEN Index**.

**Supporting youth and integrating gender mainstreaming** in its many projects, the Organization helps women contribute to all varieties of industry. Women are now, for example, leading fisheries enterprises in Cambodia, repairing trucks in Ethiopia and Zambia, and collecting and dismantling electronics for recycling in the Philippines. UNIDO also worked closely with its **United Nations partners**, inter alia to build more equitable food systems in Jordan, for women's empowerment initiatives in Lebanon and for a youth-empowering project in Tunisia.

The innovations, projects and capacities developed in 2024 are contributing to shaping fair globalization for a more just and peaceful world.

## UNIDO at a glance

-  In addition to its Headquarters in **Vienna**, UNIDO has liaison offices in **Brussels, Geneva** and **New York**.
-  Its field network consists of **49** sub-regional and country offices covering **158 countries**.
-  UNIDO maintains **Investment and Technology Promotion Offices** in **10 locations** (Beijing, Berlin, Bonn, Lagos, Manama, Moscow, Rome, Seoul, Shanghai and Tokyo).
-  **Regional Sustainable Energy Centres** exist in **9 locations** (Bridgetown, Cairo, Kampala, Kathmandu, Luanda, Nuku'alofa, Praia, San Salvador and Windhoek). In 2024, work commenced to establish a 10th centre in Baku, with a planned start in 2025.

### UNIDO facts



UNIDO was **established in 1966** and became a specialized agency of the United Nations in 1985



The Organization has **173 Member States** (as at 31 December 2024)



**Gerd Müller** was appointed **Director General** of UNIDO by the nineteenth session of the General Conference in November 2021



UNIDO employs **698 staff members** as well as **1,586 consultants** on ISA contracts from **154 countries** (as at 31 December 2024)



UNIDO contribution to the United Nations **resident coordinator system** approved by Member States for 2024: **\$2,237,177**





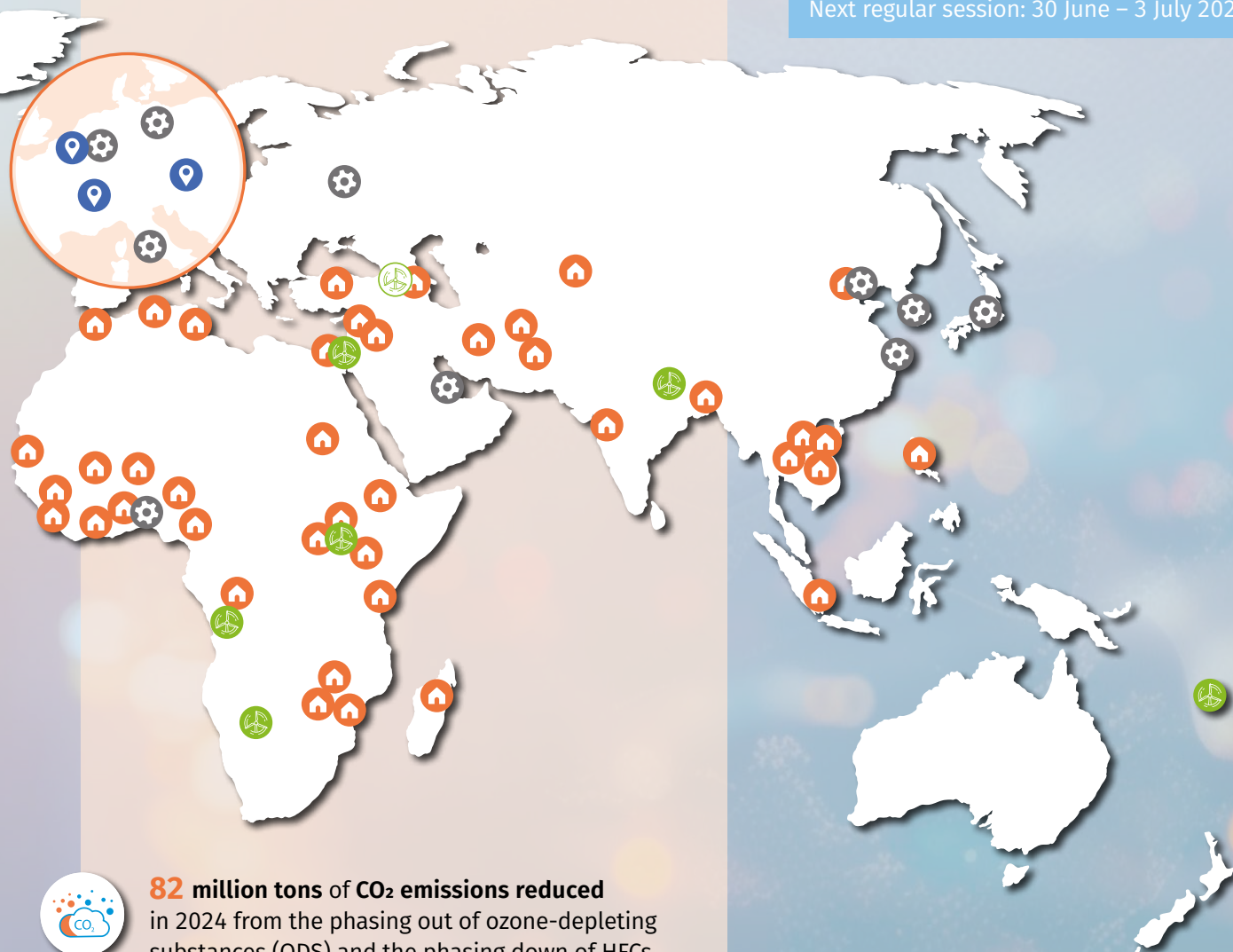
## Project implementation



Technical cooperation services worth **\$291.2 million** delivered in 2024



**\$350.3 million** net voluntary contributions in 2024 for project implementation, with a total portfolio of projects in hand of **\$1,099 million**



**82 million tons** of CO<sub>2</sub> emissions reduced in 2024 from the phasing out of ozone-depleting substances (ODS) and the phasing down of HFCs



Projects implemented in **119 countries** in 2024



Participation in **120 United Nations country teams** in 2024



## GENERAL CONFERENCE

All Member States • Meets every 2 years  
Next regular session: 23 – 27 November 2025



## INDUSTRIAL DEVELOPMENT BOARD

53 Members • Meets once a year  
Next regular session: 30 June – 3 July 2025



## PROGRAMME AND BUDGET COMMITTEE


27 Members • Meets once a year  
Next regular session: 13 – 15 May 2025




# UNIDO at a glance

## Programme for Country Partnership (PCP)



 **Implementation:** Cambodia, Egypt, Ethiopia, Morocco, Rwanda, Senegal, Ukraine, Zambia

 **Programming:** Côte d'Ivoire, Kenya, Kyrgyzstan, Republic of Moldova, Nigeria, Pakistan, United Republic of Tanzania



As a member of the **United Nations Sustainable Development group**, UNIDO collaborates with the United Nations development system's agencies, funds and programmes to **deepen the understanding of the key role of industrial development**. In 2024, UNIDO contributed its expertise in industrial development and **partnered with numerous United Nations agencies, including FAO, ITU, UNDP, UNEP, UNODC, UNOPS, UN Cabo Verde and WFP.**

## Top funding partners for UNIDO programmes and projects in 2024 (in millions)



**Japan**  
\$84.47



**United Kingdom\***  
\$21.59



**Switzerland**  
\$10.68



**Sweden**  
\$9.9



**Italy**  
\$7.7



**Germany**  
\$5.97



**China**  
\$5.18



**Norway**  
\$4.51



**Canada\***  
\$3.13



**Republic of Korea**  
\$2.51



**European Union**  
\$65.6



**Multilateral Fund (MLF)**  
\$45.0



**Global Environment Facility (GEF)**  
\$42.4

\*In compliance with the full cost recovery principle





# UNIDO promotes Inclusive and Sustainable Industrial Development in developing countries and economies in transition



**Making a world without hunger possible**



**Advancing fair and sustainable supply chains**



**Driving clean energy access and climate action**

**UNIDO priorities**

**Crosscutting priorities**

Industrial and economic policy



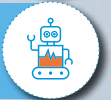
Skills development



Cleaner production and circular economy



Digitalization and artificial intelligence



Empowering women and youth



Leveraging investments and finance



**Platform for knowledge and technology transfer, innovation and investments**



Technical cooperation



Action-oriented research and policy advisory services



Normative standards-related activities



Convening function



Fostering partnerships

**Functions**

**Supporting our stakeholders**

People



Firms



Institutions



Governments



Global actors











# Accelerating the common agenda: modernizing industrial policies and standards globally

Developing sustainable industrial capacity requires evidence-based policies, strategies and norms that support industrial growth and resilience. UNIDO works with local and national governments to develop and update industrial policies that drive sustainable economic transformation and growth. At the same time, at the global and regional levels, it advocates for inclusive and sustainable industrialization in development strategies and policies.





# Industrial development

## Making a world without hunger possible



Through its global forum and investment promotion functions, UNIDO convenes expert group meetings and creates partnerships to establish norms, frameworks and guidelines to strengthen food value chains, build industrial infrastructure such as integrated agro-industrial parks, and grow food using less energy and fewer pesticides.

### Accelerating Jordan's transformation to a secure and sustainable agrifood system

In Jordan, many households lack access to nutritious, affordable foods, a problem exacerbated by the barriers to employment faced by women, youth and the significant refugee population. Climate change threatens local agriculture, while the country remains overdependent on food imported via disruption-prone supply chains.

In 2024, UNIDO and the Food and Agriculture Organization of the United Nations (FAO) began assisting the Government of Jordan in operationalizing its Food Systems Pathway and National Food Security Strategy 2021–2030 in close collaboration with the Food Security Council. This partnership addresses three interrelated challenges, namely food insecurity, climate change and a lack of inclusion of women, youth and refugees, and will rely on a comprehensive package of research, public-private partnerships, policy change and blended finance to build the institutional capacity needed for the Government and key stakeholders to design and implement the country's transition to a more sustainable agrifood system.

The preparatory assistance phase, funded by the Joint SDG Fund, began in 2024 with a comprehensive review of the agrifood system's challenges. This included interviews with key stakeholders and an evaluation of entry points for systemic intervention.



*This joint programme builds on FAO's efforts to strengthen stakeholder capacity, encourage knowledge and experience exchange, and promote policies and effective actions towards developing a sustainable, inclusive, and resilient agrifood system in Jordan."*

Nabil Assaf, FAO Representative in Jordan

The Fund supports a catalytic approach, aiming to attract additional public and private financing through the project's policy changes and strategic investments. By August 2025, upgraded investment strategies and monitoring frameworks for performance evaluation should be in place for the Government to begin its transformation, increasing access to quality food and food security, especially among vulnerable groups, while taking action on climate change.



News release



# Industrial development

## Making a world without hunger possible

### Financing tech solutions for sustainable global food systems

UNIDO plays a pivotal role in scaling solutions for agribusinesses through its global Network of Investment and Technology Promotion Offices (ITPOs) across Africa, Asia, and Europe. In 2024, the network focused on contributions to achieving SDG 2, zero hunger, by 2030, and supported investments targeting increased productivity, income and food security.

At the fifth UNIDO Global Call of ITPO Republic of Korea in Seoul in November 2024, submissions were selected from 55 countries to demonstrate innovative technologies, including seaweed-based meat alternatives, cell-cultured meat, solar-powered freezer solutions and smart-packaging integrated with AI. The UNIDO Director General's Award was presented to 17 companies, while 5 domestic companies received special awards from government agencies of the Republic of Korea, including the Ministry of Foreign Affairs, the Ministry of Agriculture, Food and Rural Affairs and the Korean Intellectual Property Office. The event identified new technologies ripe for investment and fostered valuable networking for ongoing international collaborations.

Additionally, representatives from all 10 ITPOs participated in the “World Without Hunger Conference” in Addis Ababa to pitch their investment and technology promotion services to participants from the public and private sectors. Discussions laid the groundwork for future interregional collaboration and investment to establish and scale new technologies.

The other nine global offices continued their work connecting agribusiness micro-, small and medium-sized enterprises (MSMEs) with new skills and investments from Bahrain to China to Nigeria, directly leading to the creation of thousands of new jobs.



UNIDO Global Call 2024



# Industrial development

## Making a world without hunger possible



### Select accomplishments of the ITPOs towards a world without hunger, 2024



founded in  
1995

#### ITPO Bahrain

Equipped small and medium-sized enterprises (SMEs) and startups with financial literacy, counselling and investor engagement opportunities at the World Entrepreneurs Investment Forum.



founded in  
1989

#### ITPO China (Beijing)

Supported 227 enterprises through the Fourth Industrial Revolution Accelerator in Hangzhou, focusing on farm-to-fork solutions, including smart agriculture, cold storage and food waste processing.



founded in  
2001

#### ITPO China (Shanghai)

Added nine agribusiness solutions to its World Industrial and Innovative Technology Cooperation Platform, fostering collaboration among innovators, manufacturers, investors and financial partners.



founded in  
2023

#### ITPO Germany (Berlin)

Mobilized strategic, public-private partnerships for sustainable agrifood systems – joint declarations signed with entities such as Bayer AG, the German-African Business Association and the German Agency for International Cooperation.



founded in  
2017

#### ITPO Germany (Bonn)

Connected 35 German technology providers with entrepreneurs in six African countries. Connected German poultry and biogas enterprises with entrepreneurs from seven African countries.



founded in  
1985

#### ITPO Italy

Launched a publication showcasing success stories from the Investment Promotion for Iraq – Phase II project, emphasizing Iraq's agricultural potential and its significance for local livelihoods.



founded in  
1980

#### ITPO Japan

Expanded its Sustainable Technology Promotion Platform to showcase 148 technologies, including innovations in rice husking, cold chain solutions and food safety testing equipment.



founded in  
1987

#### ITPO Republic of Korea

Hosted the fifth UNIDO Global Call, a UNIDO flagship annual event, with the theme "FOODTECH Innovation and ISID: Nourishing the Future". Received 228 applications from 55 countries spanning five continents.



founded in  
2015

#### ITPO Nigeria

Facilitated more than 30 agribusiness profiles for the Invest in ACP Platform and secured investments for 200 tech-enabled greenhouses, contributing to the creation of 3,000 jobs. Helped shape policy efforts establishing the Agricultural and Commodity Transport Corridor, projected to create more than 100,000 jobs.



founded in  
1989

#### ITPO Russian Federation

Focused on sustainable land management and desertification control.

# Industrial development

## Advancing fair and sustainable supply chains



Quality standards strengthen domestic supply chains, thus building country-level resilience to economic shocks and disruptions to global supply chains. A culture of quality, together with infrastructure that supports these objectives, helps SMEs to achieve and prove conformity with market requirements, compete in international markets, and connect with global value chains, enhancing firm-level performance and improving competitiveness.

### Promoting smart manufacturing through innovation system building in Serbia

To remain competitive when industries are being transformed by technologies like AI, manufacturers and workers will need to adapt. To support this transformation in the Western Balkans region, UNIDO worked with the Governments of Serbia and Slovenia to establish an educational hub and networking platform, the Smart Manufacturing Innovation Centre (SMIC), at the University of Novi Sad in Serbia. Equipping the workforce with cutting-edge skills allows the region's industry to take advantage of smart manufacturing technologies that reduce waste and energy consumption, and optimize resource utilization.

Officially inaugurated in June 2024, during the conference “Enabling Progress: Industry 4.0 in the Western Balkans”, the Centre welcomed more than 100 participants from seven of the region's nations, including key stakeholders from government, academia, industry and international organizations. The event included discussions on advancing needed technologies in the Western Balkans and exhibitions by companies from Slovenia and Serbia to share ideas, stimulate research and showcase innovative practices applied to real-world challenges.



*“We expect this Centre to become a key innovation hub in the Western Balkans, merging knowledge and new technologies to create sustainable industrial solutions.”*

Matjaž Han, Minister of Economy, Tourism, and Sport, Slovenia

SMIC delivers specialized courses for engineers and students on topics including industrial automation, automotive engineering, power electronics and AI. To expand its reach beyond Serbia and engage participants from across the Western Balkans, the Centre also launched an online learning platform and organized webinars on topics such as the use of AI in SMEs. This approach accelerates the understanding, implementation and international sharing of innovative solutions, aligning with the UNIDO commitment to progress through practical innovation.



SMIC website

# Industrial development

## Advancing fair and sustainable supply chains

### UNIDO helps Paraguay increase competitiveness

The project “Enhancing Business Intermediary Organizations’ Support Services for MSMEs Competitiveness in Paraguay” is a compelling example of how targeted cooperation drives inclusive and sustainable growth. Implemented by UNIDO and funded by the European Union from 2019 to 2024, this initiative played a transformative role in enhancing the competitiveness and sustainability of hundreds of Paraguayan MSMEs.

The project strengthened the institutional and technical capacity of two business intermediary organizations (BIOs): the Federation of Production Cooperatives, made up of mostly rural cooperatives, and the Paraguayan Industrial Union, which supports MSMEs from many sectors. With the support of UNIDO, the two BIOs assisted nearly 400 member firms, 76 per cent of which are women-led, in achieving quality certifications, implementing cleaner production plans, acquiring agricultural machinery and optimizing processes for efficiency. The BIOs also introduced 14 new business development services to benefit members, ranging from certification support to workflow management.

The project’s Circular Opportunity Programme awarded grants of up to €30,000 to initiatives adopting circular economy principles. It facilitated training and events for nearly 300 workers and supported the creation of innovative products such as bioleather and livestock feed derived from industrial waste. One women-led firm developed a fashion line of vegan leather garments made from discarded mango skins. Another firm launched a line of healthy biscuits made from maize bran, a by-product of flour production, which is now sold in 15 stores. These enterprises exemplify the core UNIDO goals of fostering sustainable supply chains and driving progress through innovation.

#### Project impact in Paraguay, 2024

**21** SMEs now applying cleaner production plans

**+650** entrepreneurs and collaborators improved their skills through training

BIOs developed **14** new business services and improved **16**

**20** new jobs created

**19** MSMEs obtained product or service certifications

**31** rural associations obtained small-scale agricultural machinery

**6** financing mechanisms for innovation implemented

**15** industrial MSMEs and **8** rural associations received ISO 9001:2015 internal audits and are ready for certification. **2** have already achieved it.



Circular Economy  
Opportunity Programme



# Industrial development

## Driving clean energy access and climate action



Strong legal and institutional frameworks are essential for competitive and resilient industries. UNIDO supports Member States in regulating sustainable management of resources and energy, industrial pollutants and other toxic substances by enabling decision makers to chart low-carbon paths to economic progress and fostering the rise of local entrepreneurs and innovators.

### Pioneering low-emission hydrogen innovation at the International Hydrogen Energy Centre

Hydrogen's potential as an alternative to fossil fuels can help ensure a carbon-neutral future. UNIDO is spearheading multiple programmes on hydrogen technologies at its International Hydrogen Energy Centre (IHEC), founded in 2021 in China with the Beijing Tsinghua Industrial Research and Development Institute, Beijing Municipal Bureau of Economy and Information Technology and China International Center for Economic and Technical Exchanges.

In 2024, IHEC helped advance research and development of five key hydrogen technologies and incubated nine enterprises focused on commercializing them. The Centre also initiated the world's largest demonstration of renewable energy-based hydrogen production at a facility in Inner Mongolia Autonomous Region, China. Once construction is completed, the facility is expected to produce around 1 million tons each of green ammonia and direct reduced iron, common inputs for producing fertilizer and steel, respectively, that traditionally involved burning fossil fuels. IHEC's demonstrations set global precedents for integrating green hydrogen into heavy industries and present new possibilities for reducing carbon emissions.

IHEC serves as a global hub for Governments, researchers and entrepreneurs to engage in hydrogen energy discussions and form new

#### Project impact of the International Hydrogen Energy Centre, 2024



**1 international and 2 domestic standards** formulated for hydrogen industry

**100 professionals educated** through hydrogen seminars

**90 educational publications** disseminated

**5 key hydrogen-tech projects** advanced through R&D

**9 hydrogen-tech enterprises** mentored

investment partnerships. In 2024, IHEC hosted more than 100 visits from international stakeholders and organized the "International Hydrogen Industry Development Forum". The Centre is also helping formulate international standards for using hydrogen at scale and develop domestic standards in China for green ammonia.

Together, these efforts are creating the industrial infrastructure, entrepreneurial ecosystem and knowledge base to support the growth of climate-friendly, hydrogen-based energy systems.



Project website



# Industrial development

## Driving clean energy access and climate action

### Promoting small hydropower development and circular economy in Nigeria

Nigeria suffers from severe electricity shortages due to inadequate generation capacity, over-reliance on fossil fuels, and weak energy transmission and distribution networks. To improve nationwide access to affordable, reliable, and sustainable energy, UNIDO is developing small hydropower (SHP) schemes across the country, with funding from the European Union and state governments.

In March 2024, UNIDO and the European Union launched a €9 million, three-year programme to identify and develop a minimum of six SHP sites nationwide. So far, four of the six sites have been selected and state governments have committed to co-finance 30 per cent of investment costs for each project. UNIDO is also helping build the capacity of six local manufacturers to fabricate small hydropower turbines, with plans to train and license them under the guidance of reputable European manufacturers.

In Gombe, the state government has provided N 575 million towards the construction of civil works and other local labour costs, while UNIDO is spearheading the procurement of electromechanical equipment and retrofitting of a 320 kilowatt facility at the Balanga Dam. At capacity, the Balanga Dam site is expected to power the irrigation and electrification needs of tens of thousands of rural Nigerians. For a second site planned in Cross River State, discussions are under way with the Ministry of Tourism, state government and regional partners to co-finance the construction of a 2.5 megawatt SHP facility to power resorts and rural communities in an area known for tourism.

Through this project, UNIDO will increase access to energy for irrigation and electrification, promoting food security, increased productivity, and improved livelihoods in rural communities.



Project announcement

### Guiding Egypt's transition to inclusive green growth

In Egypt, MSMEs with a climate mitigation mission face significant challenges for growth and development, including limited investment and outdated regulatory standards. With funding from Italy and Switzerland, UNIDO helps companies operating in agri-waste, renewable energy and sustainable agriculture – many of which are in rural, underdeveloped parts of southern Egypt – through its Inclusive Green Growth in Egypt (IGGE) project. Interventions by UNIDO take place at the micro level, through the facilitation of investments, and at the meso and macro level, by supporting systemic change to grow the circular economy.

Developed jointly with the Ministry of Environment and launched in 2023, the Climate and Environment Investment e-platform provides access to research on green sectors and profiles of green MSMEs, to connect entrepreneurs with investors and public sector stakeholders. Throughout 2024, additional data and studies were added and engagement expanded among entrepreneurs and investors at workshops and events.

In collaboration with public sector stakeholders, IGGE developed policies and regulations conducive to the growth and support of green MSMEs. UNIDO helped the Ministry of Industry develop a new industrial strategy, specifically on green industry and the manufacture of green technologies. UNIDO also supported the Ministry of Environment in creating a road map for the transition to a circular bioeconomy. Achievements include new and updated standards for biobased fertilizers in line

# Industrial development

## Driving clean energy access and climate action

with export and registration requirements for nascent green industries, which helped foster the capacity of green MSMEs to grow and expand opportunities for climate action.



Investment e-platform

The network added two new centres in 2024. Baku became the host for Western Asia, and in Luanda, the Central African Centre for Renewable Energy and Energy Efficiency became fully operational. With support from UNIDO and funding from Austria and the European Commission, a Central African regional energy information system and minimum energy performance standards for electric appliances are under development.

Through the Southern African Centre for Renewable Energy and Energy Efficiency, 16 countries adopted minimum energy performance standards for refrigeration and air conditioners. In partnership with the International Solar Alliance and UNIDO, the centres completed solar energy quality and certification frameworks for members in East and West Africa and the Pacific Islands, laying out guidelines for establishing infrastructure for solar products and services. Setting these standards is an essential part of both phasing out highly polluting sectors and beginning a transition to climate-friendly energy systems.

At the 2024 “Fourth International Conference on Small Island Developing States”, which are some of the most vulnerable to the impacts of climate change, UNIDO co-organized four events under GN-SEC to share best practices on sustainable supply chains, climate action and green innovation. At the “World Without Hunger Conference” in Addis Ababa, the network issued a call to action for a massive public-private investment programme for distributed renewable energy solutions and efficient agrifood appliances. The programme would support developing countries impacted by price escalations and supply chain disruptions of food and essential goods (see chapter 2).



Project website

### Results of the Inclusive Green Growth Project in Egypt, 2024

**2 national strategies** on green industry and circular economy

**2 roadmaps** on green technologies

**4 standards** for biobased fertilizers

**1 set of registration guidelines** for biobased fertilizers

**52 new market actors** engaged in policy dialogue (31 per cent women)

### UNIDO Global Energy Centres Network expands to accelerate transition to renewables and green energy

Since 2010, UNIDO has partnered with regional economic communities in the Global South through the Global Network of Regional Sustainable Energy Centers (GN-SEC). The network brings Member States together to learn and share from each other in their transition to clean energy.

## INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT POLICY

UNIDO collects, produces, and disseminates data that support Member States in tracking their short- and long-term industrial performance. This includes the six industry-related indicators of SDG 9, for which UNIDO is a custodian agency. Ongoing monitoring and evaluation, technical assistance and training on data collection help Member States provide high-quality, country-specific data.

Reliable statistics are essential for identifying opportunities and challenges and for guiding effective policy for sustainable development and prosperity. UNIDO provides consistent, comparable and granular industrial data for tracking manufacturing production and supply chain participation across the world, and for adopting cleaner technologies that reduce emissions.

To make the UNIDO Statistics Portal more user-friendly, a new interface and enhanced catalogue of industrial performance indicators and data analytical tools were released in 2024 to help Member States track performance and progress.

UNIDO data were also employed in the writing of the 2024 report of the Secretary-General, *Progress towards the Sustainable Development Goals*, as well as *The Sustainable Development Goals Report 2024*, UNIDO monthly and quarterly reports and the *International Yearbook of Industrial Statistics 2024*, which identifies trends, challenges and opportunities for sustainable industrial development.

UNIDO introduced some changes in 2024 to improve its SDG 9 data reporting. To align more closely with official statistics, UNIDO began reporting SDG 9.b.1 on the proportion of medium- and high-tech

industry value added in total value based on the activity classification reported by each country. To improve data coverage, UNIDO proposed amendments to SDG 9.3.1, allowing for a more flexible definition of small-scale enterprises that accommodates country-specific definitions.

This continuous improvement in data processes allows UNIDO to set new benchmarks in industrial monitoring and reporting, leading to better-informed policies and a stronger foundation for innovation in sustainable industry practices.



[UNIDO Statistics Portal](#)

### Statistical reports guide policy development

The International Yearbook of Industrial Statistics 2024 showed that, while the share of manufacturing in global gross domestic product increased between 2000 and 2023, it was not accompanied by a parallel increase in employment. Women continue to be under-represented in manufacturing employment, particularly in higher-technology industries. The Yearbook also presented the latest evidence of how a decoupling of economic growth from CO<sub>2</sub> emissions is possible and already happening. While industrial activity increased, there was not an equivalent increase in greenhouse gas emissions. This data analysis helps guide policy towards alleviating issues like these.





UNIDO representative presenting EQUIP at a workshop in Mongolia

To mark the Yearbook's 30th edition, a thematic chapter reviewed the past and present of industrial development, as well as global trends affecting the sector such as greenhouse gas emissions, technological progress, shifting economic power and employment disparities.

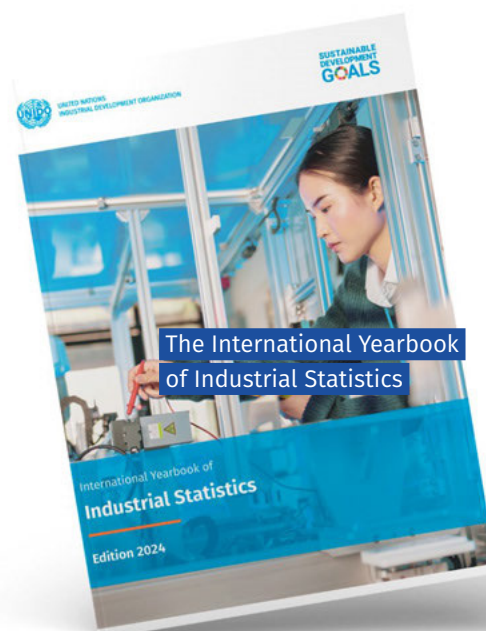


International Yearbook of Industrial Statistics 2024

For the first time in the 20 years of the series, a web-based version of the *Industrial Development Report* was published in 2024, allowing readers to navigate the main findings and data in a user-friendly and interactive way. Four region-specific reports, including the regional launches of the Report, and six policy briefs provided tailored insights to help Member States plan and adopt policies for strong, sustainable industrial systems.



Industrial Development Report 2024 web-based report



The International Yearbook of Industrial Statistics



Director General of UNIDO, Gerd Müller, and Minister of Industry and Mineral Resources of Saudi Arabia, Bandar Alkhorayef, sign joint declaration for strategic partnership

## Toolkit provides scientific validity for industrial policy design

With support from the German development cooperation agency GIZ, UNIDO published a completely revamped *Enhancing the Quality of Industrial Policies (EQuIP)* toolkit. EQuIP offers a multidimensional, evidence-based approach to inform the policymaking process and track progress towards achieving an agreed set of industrial development goals. It provides guidelines towards a structured, strategic policy design process using state-of-the-art tools and methodologies, aiming to strengthen the in-house capacities of Governments to design, manage and implement industrial policies.

Based on years of accumulated theoretical expertise and practical experience, the toolkit enables policymakers from developing countries to effectively promote the structural transformation of their countries in an inclusive and sustainable way. It has been deployed in over 25 countries since its inception in 2014. The latest edition represents a significant upgrade in the toolkit's scientific validity and scope.



EQuIP Project – Enhancing the Quality of Industrial Policies

## Policy Forum helps Member States increase effectiveness of policies

UNIDO convenes the Multilateral Industrial Policy Forum, which helps Member States, particularly least developed countries (LDCs), to share knowledge and best practices so they can design and implement more effective industrial policies.

The 2024 event was held in Riyadh in partnership with the Ministry of Industry and Mineral Resources of Saudi Arabia. It attracted over 3,000 participants from over 80 countries and more than 10,000 online viewers, underscoring the Forum's relevance and growing impact on the global stage. The three main themes covered AI, digitalization and automation in manufacturing; the clean energy transition; and sustainable and resilient supply chains for local value addition and job creation.

At the Forum, the signing of the UNIDO-Saudi Arabia Strategic Programming Framework and the establishment of a UNIDO subregional office in Riyadh were announced, with a Saudi commitment to invest \$24 million in UNIDO technical projects, such as the digital transformation of SMEs and training on evidence-based policymaking.



Multilateral Industrial Policy Forum

In addition to the signing of the Programme for Country Partnership with the Democratic Republic of the Congo to assess policy gaps and needs, UNIDO also launched its SDG 9 Learning Academy, which centralizes the Organization's more than 150 comprehensive e-courses, training materials and capacity development tools into a single, user-friendly portal.



UNIDO SDG 9 Learning Academy



The UNIDO SDG 9 Learning Academy strengthens global industrial knowledge and training



## UNIDO IN THE GLOBAL DEVELOPMENT AGENDA

The year 2024 was pivotal, with several milestone conferences setting the international development agenda for years to come. UNIDO worked with Member States to ensure the prominence of sustainable industrial development to address today's challenges, including hunger, climate change and sustainable supply chains.

Leading up to the 2024 High-Level Political Forum on Sustainable Development (HLPF), the Industrial Development Board provided input on the role of sustainable industrialization in advancing the SDGs under review (1, 2, 13, 16 and 17). The Organization also made substantive contributions to the Economic and Social Council segments on financing for development, youth, and science, technology and innovation.

At the HLPF, UNIDO spearheaded discussions on how modern industrial policies can advance the SDGs, jointly with Austria and Ethiopia as co-chairs of the Group of Friends of Inclusive and Sustainable Industrial Development.

During the landmark Summit of the Future, Member States adopted the Pact for the Future, reaffirming their commitments to closing the SDG financing gap through increased investments in sustainable industrialization. UNIDO was appointed by the Secretary-General to become a member of the Steering Committee for Pact Implementation, co-leading work on expanding access to the benefits of the digital economy as part of the Global Digital Compact annexed to the Pact.



During the Action Days preceding the Summit, UNIDO showcased industry solutions that bridge the digital divide and launched the UNIDO Solutions Platform (see chapter 6) during a side event with the Government of Ethiopia, Google, and the International Coffee Organization.

On the margins of the seventy-ninth session of the General Assembly of the United Nations, UNIDO and its partners also advanced solutions for decarbonization and climate action, sustainable supply chains, and industrialization in Africa.

At the last high-level event on the Third Industrial Development Decade for Africa (IDDA III), UNIDO deliberated with Governments, regional institutions, development partners, and the private sector on a potential fourth decade and how to jointly implement the Pact for the Future in Africa. The focus was on promoting economic growth, job creation, value addition, food security, and long-term prosperity, driven by investments and partnerships.

Through the Antigua and Barbuda Agenda for Small Island Developing States and the “Programme of Action for Landlocked Developing Countries for the Decade 2024-2034”, the international community

emphasized the importance of building local productive capacities and diversifying economies, reaffirming the importance of the work of UNIDO. As a member of the President of the General Assembly’s Board of Advisors on Landlocked Developing Countries (LLDCs), LDCs and small island developing States (SIDS), UNIDO contributes to the global debate on advancing sustainable development in these vulnerable countries.

UNIDO reported on major trends, challenges and opportunities of industrialization to the General Assembly through the Director General’s biennial report on industrial development cooperation. A new resolution on industrial development cooperation, adopted by the General Assembly, reaffirms the three new UNIDO priorities, calls on the Organization to explore the potential of a fourth industrial development decade for Africa, and contribute in 2025 to the “Fourth International Conference on Financing for Development” and the “Second World Summit for Social Development”.



Pact for the Future





## THE G20 AND BRICS: ENGAGING IN GLOBAL GOVERNANCE FOR THE FUTURE

Under the presidency of Brazil, UNIDO maintained strong engagement with the Group of Twenty (G20), providing expertise and advice in numerous working groups and initiatives. The Organization is a founding member of the newly established G20 Global Alliance against Hunger and Poverty, and will help shape the implementation of food systems and agro-industrialization needed to meet the 2030 SDG 1 and 2 targets.

Advice provided to the Development Working Group and Ministerial Meeting focused on equalizing access to productive resources and capacities. This helped guide global efforts, reflected in the outcome declaration, to strengthen cooperation both internationally and among developing countries.

UNIDO technical assistance and policy advice in clean energy, industrial decarbonization and green hydrogen to the Energy Transitions working group helped the Ministerial Meeting advance the shared agenda towards common clean energy solutions.

The Organization supported the G20 Initiative on Bioeconomy and contributed to the High-Level Principles on Bioeconomy for international action in this field. Substantive inputs provided by UNIDO to intergovernmental forums and processes, including the HLPF, the Clean Energy Ministerial global forum, the 2024 United Nations Climate Change Conference and the Global Partnership for Hydrogen in Industry, facilitated the mainstreaming of industry aspects in policy outcomes in these areas.



Cecilia Ugaz Estrada, Deputy to the Director General and Managing Director of UNIDO, speaks at the G20



In the G20 Digital Economy working group, UNIDO showed how AI can be utilized for productive purposes, in particular for the smaller enterprises in developing countries. The value of these new technologies was captured in the outcome declaration and supports the upcoming Presidency's focus on MSMEs.

Under the Italian Presidency of the Group of Seven (G7), a new private-public initiative on coffee was launched at the G7 Ministerial Meeting on Development in October 2024. UNIDO is the main technical partner to support implementation and convene private sector investments, with the goal of increased productivity and greater value addition in coffee-producing developing countries.

Throughout 2024, UNIDO also advanced industrial cooperation with the expanded Brazil, Russian Federation, India, China, South Africa (BRICS) group. The Organization contributed to the BRICS Partnership on the New Industrial Revolution (PartNIR) Advisory Group, which led to a more comprehensive framework for the UNIDO-BRICS initiative on industrial competencies. By establishing a dynamic network, UNIDO aims to build capacities, promote best practices, and foster innovation across critical industrial sectors.

The Eighth BRICS Ministers of Industry meeting in Nizhny Novgorod, Russian Federation, in August 2024 agreed to establish the BRICS Centre for Industrial Competencies (BCIC) in cooperation with UNIDO, with a view to enhancing the industrial potential of their countries. The Centre will focus on innovation, sustainable development and digital transformation, serving as a knowledge hub for best practices and technological advancement. UNIDO also held bilateral discussions with multiple BRICS members and provided technical knowledge through a hybrid seminar on industrial cybersecurity, organized in partnership with the PartNIR Advisory Group, the information systems security firm Kaspersky and the UNIDO Global Alliance on AI for Industry and Manufacturing.

The UNIDO role was further solidified in the Kazan Declaration at the Sixteenth BRICS Summit in October 2024, which formally announced the launch of the BCIC and recognized the crucial value of UNIDO in advancing industrial development across BRICS economies.



BRICS PartNIR Innovation Center



UNIDO participation in the 2024 high-level BRICS Ministers of Industry Meeting

## Inclusive training attracts more women to male-dominated careers



Sectors like construction and mining, transportation, agroforestry, water management and sanitation, and mechanics, have been dominated by men. To address labour market demands and open opportunities for women, the UNIDO Learning and Knowledge Development Facility (LKDF) collaborated with partners to design gender-neutral training and systems.

Funded by the Swedish International Development Cooperation Agency and implemented through public-private development partnerships, the training is designed to benefit both female and male students. Management, teachers, career guidance professionals, and general staff receive specialized training, and programme materials are free from gender stereotypes, making them relatable to all participants. Facilities were equipped to meet diverse needs, such as providing separate toilets, and secure transport in areas where women face safety concerns travelling alone. Training was flexible so it could be combined with multiple household responsibilities and put into context for students with lower educational levels.

Promotional materials and social media posts feature female trainees' success stories, inspiring future trainees and sensitizing communities to the benefits of gender equality in vocational training. Using these strategies, UNIDO projects in Ethiopia, Morocco and Zambia have successfully increased female enrolment in vocational programmes.



Trainee at the Zambia Industrial Training Academy



International best practices  
for gender mainstreaming



### Impact of training by the UNIDO Learning and Knowledge Development Facility, 2024

**Ethiopia - HDECova** (heavy duty equipment and industrial vehicles):  
Average **female enrolment** rate is **17.3** per cent, surpassing the Swedish rate of 14 per cent

**Ethiopia - MISALE Training Academy** (commercial driving):  
**358** female bus drivers trained. **Incomes increased** by **50** per cent

**Morocco - H2O Maghreb** (water management and sanitation):  
**75** per cent **female graduates**, and **45** per cent **earn more** now

**Zambia - ZAMITA** (heavy duty equipment and transportation):  
**13** per cent **increase in female participation** in heavy duty machinery











# Creating an environment for sustainable growth: scaling up to build a resilient industrial ecosystem

UNIDO supports networks so that small businesses can efficiently deliver their products and grow. The Organization engages with stakeholders to trigger needed changes in business practices, technology, investment, governance, standards and policies. This helps create the infrastructure and sustainable supply chains needed to facilitate trade and provide access and fair deals to producers in developing countries. Collaboration among enterprises, public and private organizations, consumers and Governments helps businesses and entrepreneurs to innovate, mobilize investments and access new markets. This interlinked system contributes to meeting global goals, such as the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change.







## CREATING THE LINKAGES THAT MAKE A WORLD WITHOUT HUNGER POSSIBLE

A strong agro-industries ecosystem supports not only job creation but also food supply, leading to a transformation of communities and economies. UNIDO training in quality standards, regulations and conformity helps even the smallest businesses increase their outputs to levels that allow them to feed more people and improve their livelihoods.

### Improving apple and livestock production for better quality and incomes in Pakistan

The apple-farming and livestock sectors have traditionally provided livelihoods and sustenance to millions of rural Pakistanis, but local producers

and processors have lacked the resources to ensure high quality and safety standards in the sector. Through the Project for Agri-Food and Agro-Industry Development Assistance (PAFAID), UNIDO helped establish modern facilities for processing meat in Khyber Pakhtunkhwa and apples in Balochistan, and trained thousands of workers in good practices.

To improve safety and quality, UNIDO upgraded three laboratories in the two provinces and introduced an information management system for streamlined inspection and Halal licensing of meat to Khyber Pakhtunkhwa's safety authority. In Balochistan, apple processors learned grading and green technologies at three new grading units and one processing facility that have increased



Beneficiaries of the UNIDO PAFAID Project in Pakistan



efficiency, sustainability and profitability. Local apple farmers can now meet the quality standards of large buyers, providing significantly increased revenue.

In Khyber Pakhtunkhwa, a new solar-powered meat processing facility includes a large, modern abattoir, meat processing hall and butcher shop, with an institute to develop butchery skills and food safety compliance. Equipping butcher shops and meat processors with tools to develop new products has increased incomes.

PAFAID has created better opportunities for women by establishing and supporting the first women's meat cooperative in Khyber Pakhtunkhwa and upgrading the food processing laboratory of the Women's Division in Balochistan. New laboratory technologies and food processing training programmes reached more than 2,200 people, including 906 women. Overall, more than 30,000 livelihoods were improved as a result of increased production and sales.



PAFAID

## Improving food security, post-harvest, and crisis management in Burkina Faso

Landlocked Burkina Faso faces severe food insecurity due to devastating climate impacts, high post-harvest losses, and low food safety and quality standards. Violent conflict has pushed many into hunger and created a reliance on food imports. Food reserves are a critical means to improve food access and availability during crises and supply fluctuations.

In partnership with the World Food Programme (WFP), UNIDO strengthened the country's institutional capacity for food security and crisis management between June 2023 and June 2024. The intervention boosted the capacity



### Achievements of PAFAID, 2024



**101,740** individuals gained **access to high-quality food**

**2,537** jobs created or retained (1,486 men and 1,051 women)

**12** food processing and testing **technologies** introduced

**5** practical guides for policy compliance developed

**35** butcher shops received **safety compliance equipment**

**73** businesses financed or equipped

of the Burkina Faso National Food Reserve Agency (SONAGESS) and supply chain actors, providing best practices for food reserves management, integrated pest management and food safety. By investing in \$166,000 worth of laboratory and information technology (IT) equipment, the agency increased its capacity to detect and prevent contamination in food stocks.

The WFP-UNIDO initiative further enhanced the ability of local actors to stock food safely by training 80 individuals in post-harvest best practices. With technical support of the International Institute of Tropical Agriculture in Benin, 20 SONAGESS warehouse technicians learned to fumigate and manage pest infestations effectively. In addition, 10 staff were exposed



to best practices in strategic food reserves management through an exchange visit to the National Food Reserve Agency of the United Republic of Tanzania. Thirty more staff learned internationally recognized hazard analysis and critical control points (HACCP) and food safety and quality insurance protocols for warehouses. Newly developed educational materials helped raise awareness on preventing contamination with aflatoxins produced by certain fungi that can grow on grains.

This initiative represented an innovative example of the UN Delivering as One approach, with WFP and UNIDO pooling resources and expertise for joint programming and accelerated implementation.



[Video: SONAGESS's exchange visit to the United Republic of Tanzania](#)

## World Without Hunger Conference expands commitments to ending hunger



The “World Without Hunger Conference” was a one-of-a-kind global gathering in Addis Ababa. The UNIDO collaboration with the Government of Ethiopia and the African Union, and technical assistance from FAO united over 1,400 participants from nearly 100 countries, including three African Presidents, two Prime Ministers and scores of other dignitaries to tackle hunger and food security.

A UNIDO-FAO study launched at the conference showed that \$540 billion are needed to eliminate hunger and offered recommendations on raising incomes of the poorest through value addition and agrifood processing. Memorandums of Understanding were signed with Bayer AG, the International Union of Food Science and Technology and the Blue Nile Mashreg Bank to collaborate with UNIDO on sustainable agriculture, food technology and innovation, and finance and investment opportunities, respectively. These commitments include public-private partnerships and innovative financing solutions to help reduce hunger and increase food security.

UNIDO also launched the Transformation Pathways Fund with a target of \$1 billion to support SMEs in decarbonizing agrifood systems. On top of last year’s commitment from the Union of Arab Banks pledging \$1 trillion towards the SDGs, during the conference the Accounting and Auditing Organization for Islamic Financial Institutions pledged to mobilize 20 per cent of Islamic financial institutions’ loans and advancements towards SME development in the Global South, and asked UNIDO to implement this pledge.

The conference ended with the launch of the Addis Ababa Call to Action to achieve food security and eradicate hunger.



[Conference website](#)





## Sudanese farming cooperatives expand through access to finance and training

Farming cooperatives in Kassala, Sudan, have lacked facilities to grade and pack harvested grains, which are crucial to sell at premium market prices, with limited access to loans further hindering their progress. With funding from Italy, UNIDO piloted a collaborative and innovative approach to financing and business management training. This has helped farmers and agro-entrepreneurs access hundreds of thousands of dollars to invest in green technologies and expand their businesses through crop diversification and value-added products.

UNIDO seeded \$100,000 as a pilot investment in a risk-sharing financial mechanism coordinated by the Ministry of Finance. A total of \$500,000 was disbursed through the coordinated agreement with Sudanese financial institutions to share loan default risks in exchange for lower interest rates. Staff from a business development centre established by UNIDO in 2019 helped farming cooperatives, most of whom were first-time



### Achievements of the farming cooperatives in Kassala, Sudan, 2024



**5,252 individuals trained** (50 per cent women, 46 per cent youth under 35)

**7,062 jobs created** (45 per cent women, 37 per cent youth under 35)

**884 firms supported**

**717 investment-ready proposals developed**

**189 capacity-building sessions**

**150 new startups launched** (73 per cent women-led, 54 per cent youth-led)

**123 businesses financed**

**55 solar irrigation pumps installed**

borrowers with no banking history, create business plans and bookkeeping records to facilitate successful loan applications.

Loans were used to purchase vegetable processing equipment, grading facilities for grains, spices for making sauce and solar water pumps for irrigation. Because of hyperinflation caused by the outbreak of armed conflict in 2023, the cost of using traditional diesel pumps had skyrocketed. This spurred farmers to explore alternative solutions, such as solar pumps, offering a return on investment within a year while simultaneously reducing pollution.

By empowering local entrepreneurs and strengthening financial mechanisms, UNIDO helped lay a solid foundation for sustainable development in the agribusiness sector of the Sudan, even during a period of considerable uncertainty.



Website: [Establishment of the Entrepreneurship Development Committee](#)

## CREATING THE LINKAGES TO ADVANCE FAIR AND SUSTAINABLE SUPPLY CHAINS

Through training, mentorship and technical assistance, UNIDO links suppliers in developing countries, particularly women and youth-led businesses, to global supply chains and capacitates them to meet growing due-diligence requirements.

### Revitalizing rural economies in Mozambique by building coffee and fruit supply chains

To revitalize local economies and enhance food security, UNIDO invested in sustainable supply



UNIDO revitalizes rural economies in Mozambique



chains of coffee and tropical fruit in Mozambique by organizing and supporting farmers' collectives from 2020 to 2024, with funding from Italy.

On Ibo Island, Cabo Delgado Province, these efforts transformed a neglected species of coffee into a valuable crop. UNIDO supported the Illy Caffè research group and Lúrio University in analysing Ibo coffee's genetic properties, a prerequisite for further studies to improve its breeding and cultivation. UNIDO also helped farmers form an association, provided modern equipment and training, and took a group to the Coffee Training Center in Addis Ababa to learn best practices in roasting, cupping and marketing. Those investments paid off and Ibo coffee now appears in airport duty free shops across Mozambique.

In 2024, in Manica province, fruit cooperatives welcomed the opening of the Solar-Powered Agri-Hub, offering warehouse and cold storage space, an IT room, and areas for agroprocessing. The new facility led to a more than twofold increase in the membership of the cooperatives to 500 farmers. Through training and educational materials – including three manuals now available via a digital application – UNIDO helped farmers increase their harvests and obtain certifications to sell fresh fruit internationally and dehydrated fruit locally.

UNIDO also brought three representatives of the fruit SMEs to an international fair in Italy to connect directly with buyers.

Through research, training, and facilitating market connections for farming cooperatives, UNIDO has helped these provinces emerge more resilient and food-secure, with capacity built for beyond the project period.



Coffee Training Center Tour

### Ethiopian agro-industrial parks link small-scale farmers with big opportunities

In Ethiopia, small-scale farmers struggle to integrate harvests into agro-industrial supply chains, which demand a consistent supply and quality of raw product. To support rural livelihoods, UNIDO began mobilizing massive investments in 2016 to build four integrated agro-industrial parks (IAIPs). Three have been operational since 2021, receiving harvests from nearly 200,000 producers and providing essential infrastructure for entrepreneurs







## Achievements of the integrated, agro-industrial parks in Ethiopia, 2024



**\$4.5 million** export revenue from IAIP companies in 2024

**3,000** construction jobs created

**1,211** agreements signed with investors

**41,000** smallholder farms and **7** cooperatives supplying inputs in 2024

**29** new investment projects in 2024

**4** agro-commodities currently processed (avocados, soybeans, milk and honey)

**2,297** (781 female) manufacturing jobs created in 2024

**18** agro-commodities proposed for processing

to establish agro-industrial factories. The efforts created thousands of new jobs while supporting sustainable agriculture.

With partners including the African Development Bank (AfDB), European Union, and FAO, UNIDO helped the Government of Ethiopia mobilize more than \$1.3 billion in public and private funding to build the IAIPs. The parks include access roads, utilities, telecom and IT infrastructure, security and banks. UNIDO also provided technical assistance to manage and operate the IAIPs and helped establish governance structures at the federal and regional level. To date, 28 factories are under construction and eight are operational.

Through educational events and outreach, IAIPs have become hubs for knowledge-sharing and collaboration. In one park, a foreign producer of avocado oil mentors local producers, enabling

small-scale avocado farmers to find reliable buyers. Before reaching the IAIPs, crops like honey and legumes will pass through one of 19 recently completed rural transformation centres to be sorted, stored or occasionally processed. The centres also offer farmers agricultural supplies, extension services and local financing.

By developing the IAIPs, UNIDO has reinforced the strength of rural economies in Ethiopia, boosting livelihoods and food security for the farmers integrated into these supply chains.



[IAIP home page](#)

## Global Alliance on Artificial Intelligence for Industry and Manufacturing driving ethical, inclusive and sustainable use of artificial intelligence



The UNIDO-led Global Alliance on Artificial Intelligence for Industry and Manufacturing (AIM Global) brings together academia and the private, public and civil society sectors to advance digital transformation and sustainability. The Alliance fosters equitable access to AI technologies, empowering developing nations through relevant tools and increased innovation capacity.

In 2024, the AIM GREEN Index, a pioneering framework to measure the sustainability of AI models and promote greener practices in AI development, was introduced at the “Conference of the Parties to the United Nations Framework Convention on Climate Change” (COP29). The publication, *Bridging the AI Divide* provided a framework to help developing economies leverage AI, and a webinar training in multiple languages increased their capacity to maximize industrial competitiveness, productivity and social benefits through AI. By contributing to such events as the “AI for Good Global Summit” organized by the International Communications Union and the “BRICS Forum on Partnership on New Industrial Revolution”, UNIDO reinforced its role as a leader in helping developing countries integrate sustainable AI into their industries.



At the end of 2024, the “AIM Global Forum” convened stakeholders from all over the world to reflect on the initiative’s progress and chart its future. Key discussions emphasized democratizing AI access, fostering partnerships, and using innovation to drive sustainable industrial transformation. AIM Global’s motto, “From the Members to the World, for Humanity”, encapsulates its vision for an inclusive and sustainable digital future.



[AIM Global website](https://aimglobal.org)



UNIDO field visit to a cement plant in Tunis

## CREATING THE LINKAGES THAT DRIVE CLEAN ENERGY ACCESS AND CLIMATE ACTION

Partnerships are critical to achieving net zero emissions. UNIDO brings these groups together to create a multiplier effect, each contributing unique skills and all learning together to build sustainable, clean industries.

### Reducing hydrofluorocarbons and ozone-depleting substances through public-private partnerships

Outdated refrigerants not managed in an environmentally sound manner have led to ozone-depleting substances (ODS) and hydrofluorocarbons (HFCs) emitting the annual equivalent in greenhouse gas of 441 coal-fired power plants. UNIDO is coordinating a global dialogue on how to manage unwanted or unused refrigerants through the Climate and Ozone Protection Alliance. With funding from Germany, UNIDO supported the Alliance in 2024 by collaborating with national ozone units (NOUs) in Ecuador, Malawi, Mexico and Tunisia to help each nation comply with the

Montreal Protocol on Substances that Deplete the Ozone Layer.

In Ecuador, UNIDO collaborated with an IT service provider to develop a digital platform that enhances ODS traceability in decommissioned temperature exchange equipment. In Malawi, technical representatives were trained to use servicing tools for refrigeration and air-conditioning systems, including units that safely recover old refrigerants for reuse and disposal or increase appliance lifespan and reduce refrigerant leaks. A workforce with this technical expertise is essential for systematically managing ODS and HFC-banks.

A project with a Mexican firm is piloting the destruction of ODS and HFCs by incineration in rotary kilns. In Tunisia, a UNIDO and NOU workshop on the destruction of ODS waste shared best practices with 50 participants, including remote Climate and Ozone Protection Alliance participants from abroad, and included a visit to a cement kiln's ODS destruction pilot.





Eco-friendly transportation with PFAN  
mobilizing climate investments in  
Pakistan and Fiji

Taken together, these efforts built the capacities of local stakeholders to drive climate action and spread knowledge of innovative practices internationally.



Video: COPA-UNIDO project in Ecuador

## Mobilizing private sector investments to mitigate climate change in Pakistan and Fiji

Under UNIDO stewardship from 2016 to 2024, the Private Financing Advisory Network (PFAN) supported climate-focused SMEs in emerging markets to improve business viability and find investors. During this scale-up period, PFAN leveraged \$30 million from donors in America, Australia, Europe and Japan to mobilize \$2.2 billion in investment towards PFAN-supported SMEs. In 2024 specifically, PFAN incubated a private equity fund to focus on investments in South Asia, and Pakistan in particular, and finalized the design of a financing vehicle in Fiji to electrify over 300 communities.

In Pakistan, PFAN set up the Climate Core Asia equity fund with the goal of raising \$150 million from public and private investors, attracting commercial investors by reducing risk through subsidized returns in this blended financing vehicle. Potential investees of the fund are SMEs focusing on clean energy and e-mobility, which were supported by the Pakistan Private Sector Energy project implemented by PFAN, with funding from the United States Agency for International Development. PFAN also built capacity for climate investment among public and private sector institutions in Pakistan through training sessions to clarify misconceptions about risk and steer investment towards women-led SMEs.

In Fiji, a results-based financing fund, co-designed by PFAN, invests in the electrification of remote islands via solar-powered mini-grids in partnership with the United Nations Development Programme (UNDP) and the Government of Fiji. Private sector energy service providers will own and operate the mini-grids using subsidies from the fund to attract additional private sector capital. The fund will also support a full array of climate-friendly rural development needs, including for desalination plants, solar refrigeration and telecommunication services.



Plastic processing site in Ghana

Together, these financing initiatives in Pakistan and Fiji will help close the gap in the range of financing options available to SMEs to mobilize private sector investments that drive clean energy, climate action and sustainable development.



PFAN Annual Report

## A new innovation centre brings the circular economy to Ghanaian entrepreneurs

In October 2024, the Ghana Circular Economy Centre (GCEC) was inaugurated at Ho Technical University in Ho, Ghana, the result of cooperation between UNIDO and the Ghana Ministry of Environment, Science, Technology and Innovation. The initiative collaborates with three other institutions, each one taking the lead in contributing expertise to the transition towards circularity: the University of Cape Coast on plastics, The Or Foundation on textiles and the Kwame Nkrumah University of Science and Technology on agriculture and agroprocessing.

One of the Centre's core objectives is to empower Ghanaian organizations and small-scale

entrepreneurs, particularly women and youth, to develop or implement innovative circular economy technologies and business models by providing technical and business management skills. The GCEC has set ambitious targets to train 2,000 small-scale entrepreneurs, pilot and validate 200 circular technologies and business concepts, and raise \$10 million in private capital to support these ventures.

Work will begin by identifying circular opportunities in different value chains and attracting entrepreneurs to incubate circular business models and technologies. Engaging with national experts and stakeholders from the private sector, informal sector and civil society organizations will allow the Centre and its partners to implement locally appropriate models and promote technologies that can be deployed within the country.

GCEC strongly aligns with the strategic objectives of UNIDO by fostering sustainable supply chains, promoting climate action, serving as a leading platform for knowledge and technology transfer, and driving the transition to more responsible and circular economies.



Project profile



## Integrating gender equality into Cambodian fisheries increases production and exports



Despite their vital contributions throughout the fisheries value chain, Cambodian women have been significantly under-represented in governance and decision-making roles, perpetuating inequalities and constraining economic progress.

To address these challenges, UNIDO implemented the CAPFISH-Capture: Post-harvest Fisheries Development project, with funding from the European Union and in coordination with Cambodia's fisheries administration and the private sector, universities and support institutions.

Government officials, fish processors, business development advisers and researchers networked to learn how inequities reduce women's opportunities and the fisheries sector's potential. Social safeguards that prevent discrimination and provide supportive work environments with child protection were integrated into public policies and made mandatory for achieving food safety quality certification.

A group of 20 women-led enterprises and a network of producer groups received additional mentoring in business proposal development, market analysis, and basic food safety requirements to strengthen and grow their businesses.

The project is nearing its completion in 2025 with transformative results. Over 50 per cent of fisheries enterprises with quality certification are now led by women, helping them access better markets with premium prices for their products. New products were developed, such as ready-to-eat fish jerky with an extended shelf life, and two women-led enterprises penetrated international markets, exporting food products to New Zealand and Australia. These milestones underscore the project's success in breaking gender barriers, enabling women to thrive as leaders to strengthen and grow the fisheries sector in Cambodia.



Tipping the Scales for Gender Equality:  
The Inspiring Journey of Sophorn Someng  
Fish Processing Enterprise | United Nations  
in Cambodia



### CAPFISH-Capture impact between 2022 and 2024



**58** per cent **increase in post-harvest fisheries jobs** (5,100 for women) between 2022 and 2024

**71** per cent **increase in the production of post-harvest fisheries products**

**\$1 million** in **local funding** and **\$2 million** by enterprises leveraged

**28 enterprises**, including **20 women-led** businesses, linked to **expanded markets**

Over **10,000** people, including over **3,400** women, **trained**



CaPFish empowers women  
in Cambodia's fisheries









# **Working on the ground:** Transforming lives through innovative, inclusive and sustainable businesses

This is the core of UNIDO's work, on the ground, working directly with enterprises and people. By providing training and support to adopt the latest technologies, innovate, and apply the best environmental practices, UNIDO helps businesses become more resilient and sustainable. Particular attention is paid to women, youth and disadvantaged groups, empowering them to learn, become leaders and mentor others. At the same time, UNIDO programmes and projects are also building awareness of and motivation for safe and sustainable products, increasing market demand so that enterprises can become long-term sources of equitable jobs and ongoing skills development.





## EMPOWERING ENTERPRISES TO MAKE A WORLD WITHOUT HUNGER POSSIBLE

In many less developed countries, agriculture provides a core source of both income and food, but farmers have lacked the skills and access to capital to move beyond subsistence living. UNIDO training and networking is helping small farmers and cooperatives take advantage of clean production techniques and better storage systems, providing new opportunities.

### Gambian onion growers boost quality and bargaining power

In the Gambia, many small-scale onion farmers have had no choice but to store and cure their harvests in suboptimal conditions at home or rush their produce to market. When spoilage threatened their crops, their only option was to sell at giveaway prices to avoid losing the harvest entirely.



UNIDO helps Gambian onion growers boost quality and bargaining power



In 2024, UNIDO embarked on a mission to support local onion farmers through its West Africa Competitiveness Programme (WACOMP) in the Gambia, by constructing three onion curing and storage facilities, with a capacity of 20 tons each, in the West Coast and Central River Regions. WACOMP trained growers from five gardens to manage and maintain the facilities, which are expected to benefit more than 700 onion growers directly, of whom 96 per cent are women. These growers now cure and store their onions for longer, increasing the quality of their crops and their bargaining power to fetch a better price on the market.

In addition to constructing the facilities, WACOMP supported The Gambia Standards Bureau (TGSB) to develop 12 national standards for horticultural products and provided training modules on international standards and best practices for food safety and inspection to technicians from TGSB and other agencies. A total of 15 institutions and 615 people gained knowledge and skills through these project interventions, providing more

sustainable livelihoods. In addition, these first-of-their-kind storage facilities have inspired development projects around the country to replicate them in other gardens.



News: Gambia onion curing and storage facilities

## Building capacity for the coffee industry in Mozambique

The coffee industry in Mozambique is at an early stage of development but holds notable potential for growth. Since 2019, UNIDO has supported the revival of a rare, native coffee variety, *Coffea zanguebariae* on Ibo Island and the Quirimbas archipelago, unlocking opportunities to showcase the country's unique contribution to the global specialty coffee market (see chapter 2).



Mozambique – women in agribusiness

© OIKOS - Fabio de Sousa



In 2024, to develop the coffee industry in Mozambique further, UNIDO helped the Government to complete its Coffee Sector Strategy 2024–2033. This comprehensive national plan aims to drive sustainable growth by fostering research, increasing production, improving access to finance, establishing quality standards and regulations, enhancing marketing efforts, and building international partnerships.

To showcase this emerging industry, UNIDO co-hosted the first Mozambique Coffee Festival in Maputo in June 2024 with the Ministry of Agriculture and Rural Development, the Mozambican Coffee Growers Association, the Italian Agency for Development Cooperation and the environmental group BIOFUND. Attracting 8,000 attendees, the festival showcased the diverse varieties of Mozambican coffee and featured thematic

workshops led by experts from Brazil, Ethiopia, Italy and Portugal, alongside professional coffee tastings. The event provided a valuable platform to share experiences and foster linkages among local producers, processors, buyers and consumers, and to encourage the international investment, connections and publicity required to put Mozambican coffee on the global map. With coverage in international publications like *Coffee Magazine*, the festival helped speciality coffee buyers around the world discover this growing industry in Mozambique.



Maputo Coffee Festival

## EMPOWERING ENTERPRISES TO ADVANCE FAIR AND SUSTAINABLE SUPPLY CHAINS

UNIDO strengthens resiliency in the manufacturing sector by forging partnerships, reskilling labour and leveraging investments into innovative industrial solutions. This strengthens local and regional supply chains so the informal sector and even the smallest firms can generate sustainable jobs, particularly for women and youth.

### Strengthening quality and market compliance expands the Ethiopian honey market

Despite its status as a leading producer of honey and beeswax in Africa, Ethiopia has struggled to tap into international markets due to quality and market compliance challenges. Reliance on traditional log hives, outdated equipment, inadequate protective gear and ineffective storage has hindered the ability of the industry to compete and find exporting partners. However, through the

targeted UNIDO intervention of the Global Market Access Programme (GMAP) in Ethiopia, the country's honey sector has transitioned from subsistence-based production to a sustainable, income-generating model.

GMAP Ethiopia helped modernize the industry in Oromia by providing 500 sets of bee-keeping accessories and protective gear to local bee-keepers. New educational materials include a manual on honey quality assurance and three practical guides for best practices in bee-keeping. Seventy-five lead bee-keepers completed quality-focused training while public and private sector actors learned how to use a new and standardized traceability system for nationwide use. GMAP Ethiopia also helped five companies identify gaps to achieve globally recognized Food Safety System Certification, with two companies successfully obtaining the International Organization for Standardization (ISO) 22000 standards certification.



Honey production in Ethiopia

These efforts have led to substantial improvements in both productivity and quality. Honey collection and exports have surged, with more than 31 tons of honey and beeswax exported to the European Union in September 2024, and three new business agreements are expected to facilitate the export of an additional 90 tons.



Success stories

## Increasing capacity for quality standards enhances sustainable agro-industrial value chains in Sierra Leone

In Sierra Leone, farmers, cooperatives, and SMEs process and sell agriproducts such as cocoa and palm oil. To expand into regional and international markets, they needed to implement voluntary

standards, mandatory technical regulations and sanitary measures. UNIDO has been helping them increase their knowledge and capacity to do this through the WACOMP in Sierra Leone. Launched in 2019, the programme has both enhanced food safety and quality, and advanced sustainable farming practices among cooperatives.

In 2021, four SMEs were selected to receive tailored assistance to pursue the internationally recognized ISO 22000 certification for food safety management. Three years later, after regular training sessions, the development of standard operating procedures and the implementation of ISO 22000 requirements, two of the four SMEs officially received the certifications following external audits by a European certification body. In addition, through this programme, two SMEs have qualified and achieved ISO 9001 certification for quality management systems.

The country's biggest palm oil refinery, Jolaks, was certified to process refined oils and fats. Capitol Foods, a cocoa processing company, obtained its certification for the roasting, processing and





Sierra Leone – Palm oil testing  
at Jolaks Manufacturing Company Ltd

©The Delegation of the European Union to Sierra Leone

packaging of tempered cocoa liquor, cocoa butter and cocoa powder. By integrating safety, quality and sustainability into their operations, these enterprises became vital contributors to supply chains that are not only efficient but also environmentally responsible and socially equitable, driving long-term economic and environmental benefits.



[Project profile](#)

### **Southern African livelihoods improved by building capacity for sustainable businesses**

Forestry and mining are two key economic sectors in Southern Africa requiring ongoing adaptation to technology and environmental challenges.

With funding from the Government of Finland, UNIDO partnered with five training institutions over the last three years to develop new technical programmes, update curricula and modernize equipment.

In South Africa, UNIDO worked closely with the South African Forestry Company SOC Limited to build operational and managerial capacity in MSMEs, particularly among youth. The partnership enabled the creation of new training on operating a mechanized wood harvester and the installation of a solar energy system to provide electricity for uninterrupted training. In collaboration with FOREST21, an initiative for strengthening capacity in South African higher education in forestry, university students were placed in real life work opportunities, and training in cabinet making and wood machining was developed with the Furniture Technology Centre Trust, using new equipment supplied by UNIDO. Another collaboration with the South African Department of Trade, Industry and Competition piloted a briquette processing unit at a small-scale sawmill operator, using wood waste



from its own and other MSMEs' facilities, thereby creating new business opportunities and providing a sustainable solution to waste and energy problems.

In Mozambique, UNIDO developed and implemented a sustainable train-the-trainers programme in forest fire prevention in an area with growing threats of forest fires. In Zambia, UNIDO collaborated with the Mopani Central Training Centre and the Häme University of Applied Sciences in Finland to design

a water-management skills training programme for mining technicians to manage water in communities where hazardous effluents can contaminate local sources.

By strengthening local capacities for sustainable industry practices, UNIDO helped empower hundreds of workers and dozens of MSMEs to adopt these approaches, while creating or sustaining more than 600 jobs.

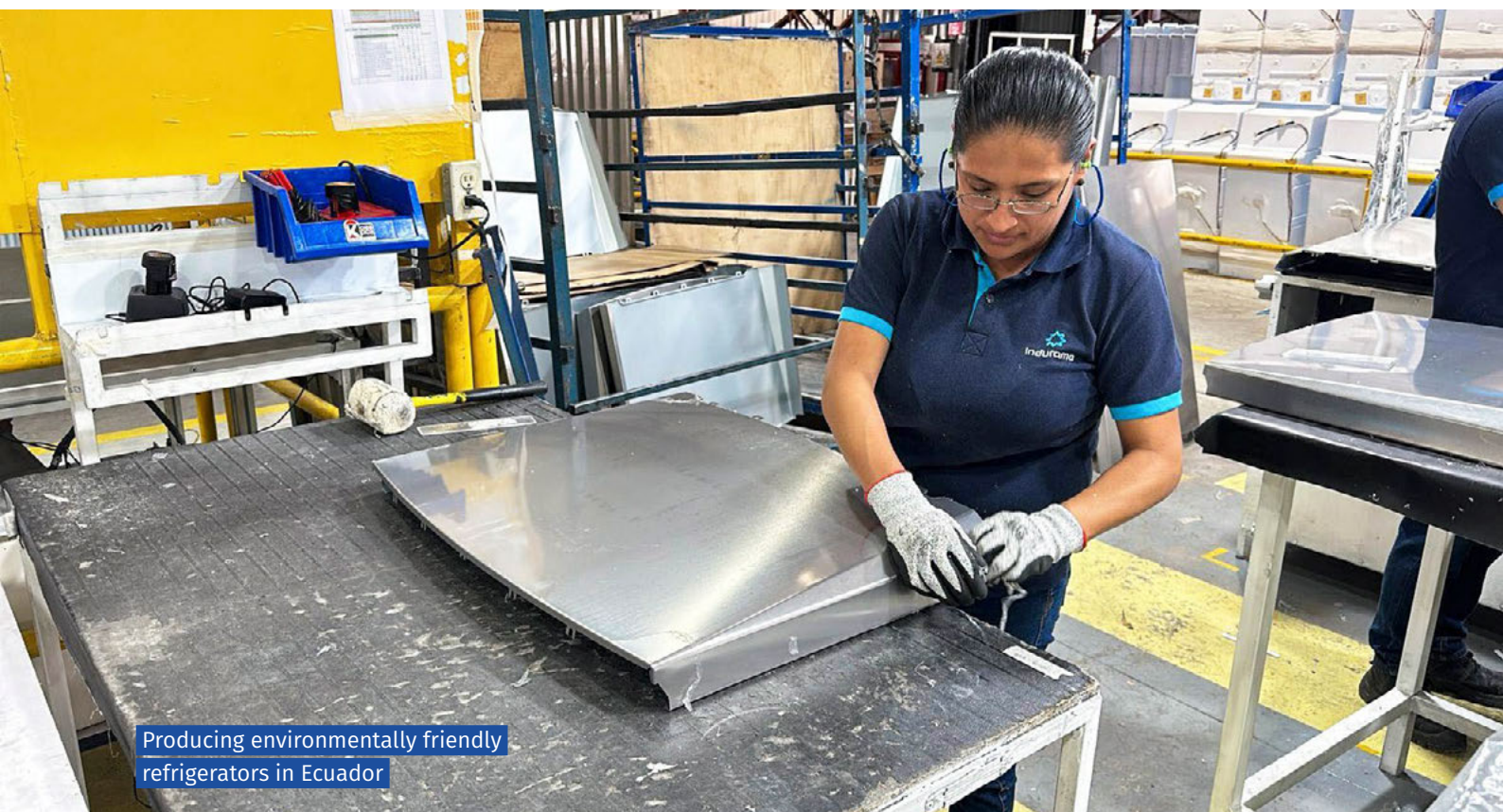
## EMPOWERING ENTERPRISES TO DRIVE CLEAN ENERGY ACCESS AND CLIMATE ACTION

Clean energy production is a model for innovation, offering many new opportunities to entrepreneurs. Through training and mentorship, UNIDO strives to ensure these opportunities are accessible to all, including the smallest firms and traditionally excluded groups such as women and youth.

### Phasing down synthetic refrigerants in Ecuador through technology and policy

To ensure compliance with the Kigali Amendment to the Montreal Protocol, UNIDO is supporting Ecuador in its efforts to phase





Producing environmentally friendly refrigerators in Ecuador

down hydrofluorocarbons (HFCs), refrigerants which contribute to climate change. In collaboration with the national ozone unit, UNIDO developed the HFC phase-out road map and Kigali Implementation Plan (KIP) in 2023. Implementation began in January 2024.

Import quotas and updated regulatory frameworks are now in place to include HFCs in national inventories of refrigerant gases. Ecuador also added a line of action on HFC management to its nationally determined contribution, which is a country's climate action plan under the Paris Agreement. In addition, UNIDO helped update energy efficiency standards for air conditioning units up to 36,000 British thermal units.

In October 2024, the firm Indurama announced that, with technological support from UNIDO, its Ecuador plant could now manufacture 1,000 refrigeration units a day, run exclusively on natural refrigerants, enabling a reduction of just over 10 tons of HFCs. This success complements a UNIDO-led initiative since 2019 to replace a synthetic-refrigerant system with a natural, propane-based alternative at a cold storage facility for harvested flowers in Cotopaxi

Province. The initiative received an innovation award from the United Nations Environment Programme (UNEP) and the American Society of Heating, Refrigerating and Air-Conditioning Engineers.

The road map and KIP have become important tools for Ecuador to transition to low global warming-potential technologies, helping to fulfil its commitments to the Montreal Protocol through policy changes and innovation.



[National Ozone Unit Ecuador home page](#)

## Expanding commercial opportunities to develop clean energy

UNIDO supports MSMEs developing clean technologies in 17 emerging markets. With funding from GEF, the Green Climate Fund (GCF), the Global Cleantech Innovation Programme (GCIP)





GCIP Türkiye National Academy 2024

tackles climate change while engaging women and traditionally disadvantaged entrepreneurs.

A key initiative is the GCIP business accelerator. In 2024, the accelerator's third round supported 150 MSMEs from nine countries to develop their business. The total number of firms supported now exceeds 1,650. Seven finalists from 2022 and 2023 will receive support from the Renewable Energy and Energy Efficiency Partnership to raise investment capital.

To empower women and increase their participation, GCIP invited the founder of the women-led 2023 winning team from Türkiye to mentor two 2024 teams. Additionally, other former Turkish finalists spoke at 2024 events to share their experiences as businesswomen.

In 2024, UNIDO also launched the GCIP Global Innovation Challenges in India and Namibia with the Network for Global Innovation, inviting entrepreneurs to develop solutions relating to water

and energy in drought-prone regions. Prizes include cash, mentorship and support to pilot their projects. Finalists will be announced in early 2025.

To help investors allocate resources to clean technology MSMEs, UNIDO collaborated with GEF and the Cleantech Group to publish the Global Cleantech Innovation Index 2024, which evaluates the entrepreneurship ecosystems of eight GCIP partner countries. It was presented at COP29 and widely disseminated through social media. Four additional global framework documents were published, providing guidelines and best practices to support cleantech innovation and entrepreneurship ecosystems worldwide.



Global Cleantech  
Innovation Index





Handloom weaving in Cabo Verde

## Incubating youth- and women-led maritime businesses along Cabo Verde's coast

Geographically isolated and exposed to climate risks, Cabo Verde faces unique obstacles to economic development, but the island nation's vibrant blue economy presents opportunities for sustainable growth. With funding from the United Nations Joint SDG Fund, UNIDO supported the launch of the Innovation, Development and Entrepreneurship for All (IDEA) Programme for Cabo Verde to encourage more blue economy startups among women and youth. This partnership with the social entrepreneurship non-profit organization Bridge for Billions, the Government of Cabo Verde and three other United Nations agencies created and implemented an entrepreneurship incubation programme and competition.

“

*“The Programme helped me to structure my business idea, from expenses, penetration strategy and permanence in the market. I feel more confident in approaching financial institutions and presenting the viability and financial projections of my business.”*

Jailson Pereira, founder of Plant'Agu, winner of IDEA Programme for Cabo Verde





UNIDO supports women, youth and community resilience in Cabo Verde

From 2022 to 2024, the Programme graduated 28 entrepreneurs, all youth or women, resulting in 16 new startups. The winning project Plant'Agu created an organic fertilizer to grow shellfish and seaweed sustainably. Other finalists included a developer of clean hydrogen fuel, two sustainable jewellery lines, and a drone system for keeping beaches safe. Participants used the IDEA App Cabo Verde, developed by UNIDO in 2019, to connect with Portuguese-speaking business mentors globally and access training modules. Graduates reported raising \$93,000 in business funding and a \$2,300 average increase in annual revenue.

Within the project, UNIDO also strengthened a fishing cooperative in the community of Ribeira da Barca. An eight-metre fishing vessel was fully rehabilitated, doubling the community's fishing capabilities and enhancing its income-generating potential.

Through these targeted actions, UNIDO bolstered local capacity and promoted sustainable livelihoods, bringing in more women and youth and strengthening community resilience within Cabo Verde's blue economy sector.



IDEA Programme  
Cabo Verde



## Protecting women's health and livelihoods through safer e-waste management in the Philippines



In the Philippines, collecting and dismantling electrical and electronics equipment for recycling is a way to earn money for women in low-income communities, but the polybromodiphenyl ethers (PBDEs) used to make these products are toxic to both humans and wildlife. When not properly managed, they can contaminate the waterways and ground, affecting human health and in particular, women's fertility and their children's development.

To address this major health hazard while protecting women's livelihoods, UNIDO worked with the Government of the Philippines and partners from the private and public sectors to dispose of these toxins through safer practices. With funding from GEF and support from two telecommunication companies, the women learned how to safely inventory, sort and dismantle larger electronic devices like televisions, and use tools to identify the

presence of PBDEs. Manuals were produced using simplified language and images to ensure understanding and sustainability.

These specially trained dismantlers, who brought their e-waste to four new facilities, became role models to encourage other women to use these safer processes. Newly established community associations empowered women by enhancing their participation and amplifying their voice within the industry.

The project has created sustainable change. The City of San Jose Del Monte now requires electronic waste to go to appropriate facilities, five more local governments have agreed to support e-waste management and the national Government has committed to establishing e-waste facilities in each of the 16 regions in the country.







# Regional perspective: driving solidarity and industrial development cooperation

UNIDO carries out its mandate at the country, regional and international levels. It supports greater cooperation between regions as a vital component in boosting investment, growth and prosperity, and tackling a wide range of global challenges. Member States are connected and supported according to their individual needs to strengthen industrial competitiveness and trade, enhance private sector development, and tackle environmental sustainability and climate change. UNIDO works within the United Nations development system, and together with other United Nations agencies provides analysis, policy advice, capacity-building, and other support in close cooperation with Governments, development partners, the private sector and other institutions.







## INTERCONNECTING THROUGH SOUTH-SOUTH AND TRIANGULAR INDUSTRIAL COOPERATION

Interconnectedness allows UNIDO Member States to strengthen industrial systems that help end hunger, reduce climate change and build sustainable supply chains. South-South trade now represents over 15 per cent of total global trade, and UNIDO actively facilitates its expansion through technical support and knowledge-sharing platforms. The Organization's South-South and triangular industrial cooperation framework provides platforms for learning and sharing among developing countries, with a new e-learning course and a toolkit on collaborative industrialization.

The UNIDO Global Network of Regional Sustainable Energy Centres across Africa, the Arab region and SIDS is helping countries implement cleaner production methods, improve resource efficiency and adopt circular economy principles to meet international standards and integrate into global supply chains.

By promoting knowledge-sharing, technology transfer and sustainable industrial practices, UNIDO accelerates industrial cooperation at the regional level and provides more equitable opportunities for even the smallest and least developed countries. UNIDO will participate in the 2025 United Nations-wide strategy review on South-South cooperation. The system-wide strategy will set the agenda for South-South and triangular cooperation for the United Nations, including UNIDO, for the next five years.



UNIDO GN-SEC representatives  
in Botswana



E-learning course



Toolkit

# Regions at a glance



**UNIDO Member States  
(number of countries)**

**46**

**32** LDCs, **6** SIDS, **30** MICs

**20**

**4** LDCs, **10** MICs



**UNIDO local presence  
(number of countries)**

**19**

incl. sub-regional offices in Cameroon, Ethiopia and Nigeria, a regional office in South Africa and a fully operational ITPO in Nigeria

**8**

incl. an ITPO in Bahrain and a sub-regional office in Egypt



**Country programmes  
(2024)**

**11**

**2**



**Programme for Country  
Partnership (PCP)**

**8**

Côte d'Ivoire, Ethiopia, Nigeria, Rwanda, Senegal, the United Republic of Tanzania and Zambia.  
Self-starter PCP in Kenya transitioning to a full-fledged PCP in 2024

**2**

Egypt and Morocco



**Voluntary  
contributions for  
technical cooperation  
(net, in millions, 2024)**

**\$60.5**

Member States	21.00	●
European Union	17.10	●
GEF	8.59	●
MLF	4.25	●
Others	9.56	●

**\$24**

Member States	2.91	●
European Union	4.01	●
GEF	0.94	●
MLF	13.21	●
Others	2.93	●



**Current  
United Nations  
Sustainable  
Development  
Cooperation  
Frameworks  
(UNSDCFs)  
signed (total)**

**36**

New UNSDCFs signed in 2024:  
Chad (2024-2026)  
Guinea (2024-2028)  
Madagascar (2024-2028)  
Mauritania (2024-2027)  
Senegal (2024-2029)  
Sierra Leone (2025-2030)

**12**

New UNSDCFs signed in 2024:  
None



## Asia and the Pacific

**34**

**10** LDCs, **13** SIDS, **29** MICs

**14**

incl. ITPOs, as well as sub-regional offices in China, India, Indonesia and Thailand

**7**

Cambodia and Pakistan

**2**

**\$58**

Member States	8.33	●
European Union	20.47	●
GEF	18.26	●
MLF	8.80	●
Others	2.14	●

**18**

New UNSDCFs signed in 2024:  
None

## Europe and Central Asia

**40**

**17** MICs

**9**

incl. ITPOs and liaison offices, and Headquarters in Austria

**4**

**3**

Kyrgyzstan, Republic of Moldova and Ukraine

**\$30.8**

Member States	23.10	●
European Union	1.96	●
GEF	0.13	●
MLF	4.10	●
Others	1.51	●

**12**

New UNSDCFs signed in 2024:  
None

## Latin America and the Caribbean

**33**

**1** LDCs, **16** SIDS, **23** MICs

**11**

incl. sub-regional offices in Colombia, Mexico and Uruguay and the UNIDO-Barbados Global SIDS Hub

**2**

**2**

Plurinational State of Bolivia, Peru

**\$31.6**

Member States	4.70	●
European Union	2.31	●
GEF	2.46	●
MLF	14.68	●
Others	7.45	●

**18**

New UNSDCFs signed in 2024:  
Colombia (2024-2027)

# AFRICA



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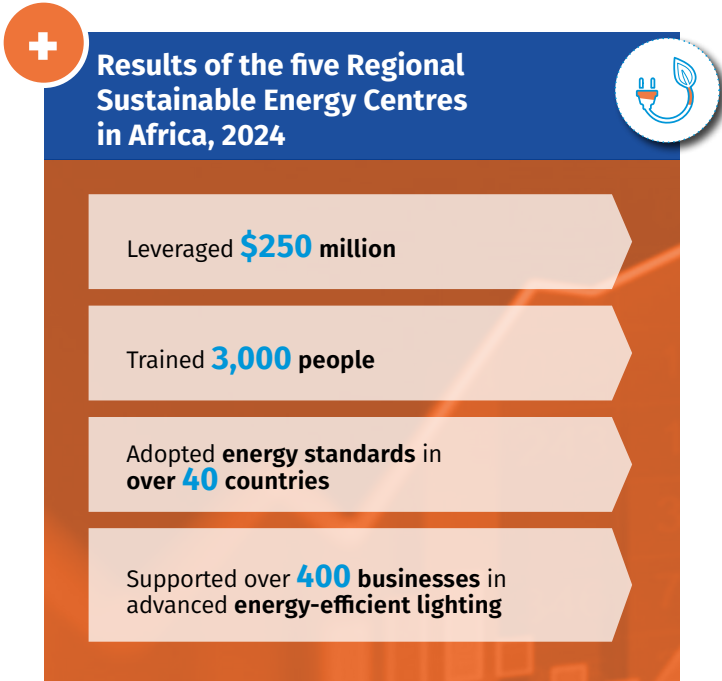
Manufacturing production across Africa showed significant progress in 2024. Globally, around 30 per cent of the energy consumed for manufacturing now comes from renewable sources, and Africa’s renewable energy capacity appears poised for growth as infrastructure and venture capital investment increases.

The continent nevertheless still faces challenges arising from its reliance on primary commodities and a pressing need for skilled labour. The region also faces continuing poverty, food insecurity and environmental challenges due to climate change, requiring ongoing investment and development efforts.

## UNIDO AT WORK IN AFRICA

In 2024, the Organization managed 297 projects with a budget of \$169 million. Both new and continuing initiatives supported the implementation of the UNIDO Strategy for Africa 2023–2025 to strengthen manufacturing capacity, promote prosperity, drive sustainable development and foster collaboration.

A new partnership with China and Ethiopia focused on the establishment of the China-Africa-UNIDO Centre of Excellence in Ethiopia that promotes sustainable development throughout Africa. The initiative will improve productivity and revenues for farmers and businesses, increase access to clean, affordable energy, enhance digital connectivity in rural communities and strengthen capacities in agriculture, animal husbandry, renewable energy and digital technology. Serving as a pilot hub, the centre will foster collaboration and share best practices, positioning Ethiopia as a model for sustainable development and regional innovation.



UNIDO is leading several projects through the GCIP, helping companies to reduce the use of carbon-based energy. The programme reached six new countries in 2024 and helped offset an estimated 11 million tons of CO<sub>2</sub>. In Egypt, a project funded by Switzerland promoted a green economy (see chapter 1), and an \$11 million initiative in Algeria focused on circular economy practices. During 2024, 330 tons of textile waste were repurposed across Egypt, Morocco, and Tunisia.

## Expanding agro-industrial solutions with United Nations partners

Within the framework of IDDA III, UNIDO worked with its partners to expand and strengthen agro-industrial enterprises across Africa, utilizing the continent's vast resources for sustainable, green economic growth. These partners comprised the African Union Commission, the United Nations Economic Commission for Africa, Afreximbank, AfDB, the African Business Council and Deloitte.

The Common African Agro-Parks (CAAP) programme secured a \$21 million commitment from Afreximbank. UNIDO spearheaded the

pre-investment preparation, laying the groundwork for the Côte d'Ivoire-Ghana Cocoa CAAP, the first of 15 agro-parks to be established within the next decade. This initiative is designed to expand the continent's capacity to grow, process and sell agricultural products meeting international standards, thereby stimulating economic growth, enhancing food security and fostering industrialization.

Ethiopia launched a \$4 million project to integrate smallholder farmers into value chains and industrial parks, enhancing their market access and productivity. This initiative is complemented by \$3 billion from the Alliance for Special Agro-Industrial Processing Zones to drive rural transformation. UNIDO provides technical expertise in planning, capacity-building and technology transfer, facilitating market linkages and operationalizing agro-industrial parks, along with their associated rural transformation centres. Agribusiness development includes projects in Burkina Faso, Guinea-Bissau, South Africa and the Sudan, fostering market access, sustainability, and inclusive growth while aligning with the Agenda 2063 of the African Union.



Seventh High-Level Event on IDDA III explored the advancement of sustainable industry for Africa's future at the United Nations Headquarters in New York



# Increasing trade competitiveness and market access

The African Trade Competitiveness and Market Access Programme is a €200 million initiative to enhance sustainable trade across Africa and with the European Union. It unites the European Union and its Member States, the African Union and the eight regional economic communities of Africa.

UNIDO and the International Trade Centre serve as core implementation partners, aligning with the African Continental Free Trade Area (AfCFTA) agenda to increase quality infrastructure, compliance with trade regulations, certifications, high-value industries, diversification and MSME export capabilities.

Starting in 2025, UNIDO will be putting in place projects to strengthen quality infrastructure systems for MSMEs to meet international standards for the international trading system and enhance the value and diversification of products. It will also build institutional capacity for regional economic communities, African business councils and the AfCFTA Secretariat to strengthen economic integration, ultimately boosting industrialization, regional and continental trading mechanisms and market access.




African Trade Competitiveness and Market Access Programme – project scoping mission to Common Market for Eastern and Southern Africa (COMESA) countries

# ARAB REGION



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Conflicts in Lebanon, the State of Palestine and the Sudan continued to be the main challenges for the region during 2024. Hunger, displacement and civilian casualties have had devastating consequences. Unemployment remained high, especially among youth, where it is more than double the global average.

Increasing temperatures and water stress led 13 countries in the region into a state of absolute water scarcity. Climate financing primarily focuses on mitigation efforts over adaptation, with a notable bias towards large, centralized water supply and sanitation systems. Access to climate finance across the region is skewed as four countries receive more than 70 per cent of climate cash flow, while the most vulnerable – particularly LDCs – receive disproportionately little support.

## UNIDO AT WORK IN THE ARAB REGION

UNIDO works to strengthen regional and international approaches that multiply the developmental impact. For example, to enhance the competitiveness of the United Arab Emirates and promote it as a regional and global hub for future industries, UNIDO supported the Ministry of Industry and Advanced Technology to host the annual “Industry and Advanced Technology Forum” at the “World Governments Summit”. The Forum brought together decision- and policymakers, as well as officials of local, regional and national governments and representatives of the private sector to discuss advanced industries, explore the impact of technologies across sectors and

strengthen international partnerships. The discussions among numerous ministries from Egypt, Morocco, Türkiye and the United Arab Emirates, as well as private industries, covered financing to support low-carbon sectors, technology transfer and exchange, and building quality infrastructure.

UNIDO also supports the United Arab Emirates as a member of the Clean Energy Ministerial coalition of the Industrial Deep Decarbonization Initiative, which works to standardize carbon assessments, establish procurement targets, incentivize investment into low-carbon product development, and design industry guidelines.



## Strengthening food security with United Nations partners

To build more equitable food systems, the first “Regional Forum on Accelerating Food Systems Transformation in the Arab Region” was held in Amman in October 2024. Conducted jointly with the United Nations Economic and Social Commission for Western Asia (ESCWA), WFP, FAO and the World Bank, the event assessed progress in meeting the 2023 Call to Action for accelerated food systems transformation by the Secretary-General. The outcomes of the forum will feed into the report of the Secretary-General for the much-anticipated United Nations Food Systems Summit +4 Stocktaking Moment in 2025.

With the United Nations Joint SDG Fund, UNIDO is designing projects jointly with FAO to support food security. UNIDO and FAO also began assisting the Government of Jordan in operationalizing its food systems pathway and National Food Security Strategy 2021–2030 in close collaboration with the Food Security Council. This partnership addresses three interrelated challenges: food insecurity, climate change and a lack of inclusion of women, youth and refugees (see chapter 1).

Other work with United Nations agencies ranges from economic diversification in Algeria to green industries in Jordan and includes empowering women in Lebanon and youth in Tunisia for access to better jobs and leadership opportunities.



## Expanded cooperation with Saudi Arabia for long-term industrial development

UNIDO entered a heightened level of cooperation with Saudi Arabia in 2024 to support the implementation of its national industrial strategy. Agreements include developing a strategic programming framework and mobilizing expertise and knowledge to trigger long-term industrial development processes towards achieving SDG 9. A new UNIDO subregional office will be established in 2025 in Riyadh to support both national and regional work. The UNIDO Quality Infrastructure for Sustainable Development index has been adopted as the country's tool to monitor progress and allow for adjustments as needed.

Two new projects are focused on technologies to reduce climate change. To phase out the use of ozone-depleting HCFCs in the manufacturing and servicing sectors by 2030, UNIDO and UNEP are

working with Saudi Arabia to implement sustainable alternatives and strengthen local capacities in refrigerant management. In a project to decarbonize the cement and concrete industry in the Middle East and North Africa region, UNIDO is bringing together leading institutions on industrial decarbonization, cement and concrete industry associations, and research centres to work with national Governments to establish pilot projects.

Saudi Arabia hosted the second “Multilateral Industrial Policy Forum” in October 2024 (see chapter 1) and will host the twenty-first session of the UNIDO General Conference in November 2025, illustrating the country's commitment to carrying out and promoting UNIDO principles of equitable, sustainable industrial development.




UNIDO cooperation with Saudi Arabia for long-term industrial development

# ASIA AND THE PACIFIC



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The Asia and the Pacific region is home to 60 per cent of the world's population. Rapid industrialization and urbanization are exploiting natural resources at a prodigious rate, leading to environmental strain and climate change. Half the world's undernourished people live here, with more women than men not having enough food. Ongoing poverty is compounded by economic slowdown and unemployment, particularly among youth, for whom it is three times the rate of adults.

## UNIDO AT WORK IN ASIA AND THE PACIFIC

UNIDO is making industrialization more sustainable by helping MSMEs adopt digital technologies, reduce waste, enhance resource use and boost the overall resilience of supply chains.

Training and support have increased agricultural workers' skills, productivity and income, and helped industrial parks expand through improved policies, management and financing. Food processing firms are minimizing post-harvest losses and improving food quality and security.

Work is also under way to help countries transition to higher value-added industries suited to local strengths, resources and needs. To increase productive work opportunities for women and youth, UNIDO provides training, incubation and financial services, such as through the European Union-funded poverty reduction programme, "Poverty Alleviation and Inclusive Development Across Rural Sindh in Pakistan".

### Strengthening leadership capacity for industrial parks

The "Industrial Park Leadership Training Programme" held in June 2024, in Shanghai, China brought together participants from 11 countries

across Africa, the Arab region and the Asia and the Pacific region. UNIDO, in partnership with the Asia-Pacific Finance and Development Institute, hosted the government agencies, including ministries of industry, production and economy, and authorities overseeing industrial parks and SMEs.

Training on the management of industrial parks and special economic zones covered strategic decision-making, investment promotion, regulatory compliance, sustainability, and emerging technological trends. The initiative is part of broader UNIDO efforts, including the development of the International Guidelines for Industrial Parks in 2019 and the International Framework for Eco-Industrial Parks in 2021, to provide strategic guidance and promote the exchange of best practices.

A series of study tours provided participants with first-hand observations of best practices. At the Suzhou Industrial Park, attendees explored innovative approaches to environmental protection and pollutant monitoring. A visit to the Shanghai Caohejing High-Tech Park offered insights into effective management practices and operational efficiencies within high-tech industrial environments.



UNIDO collaborates with other United Nations agencies to advance sustainable industrial development, climate action and economic growth globally

## Reducing environmental risks and mitigating climate change

To advance clean energy and climate action, UNIDO facilitated investments in renewable energy, including mini-grids in Pacific island nations and solar initiatives in rural communities in South-East Asia. The Organization also assisted industries to adopt energy-saving technologies and practices, mainstreaming the use of biomass, green hydrogen, solar energy, hydropower and ocean energy with the GEF-funded Global Programme for Hydrogen in Industry. To reduce the use of mercury in mining and in industrial processes, UNIDO supported the implementation of the Minamata Convention in China and the Philippines. UNIDO also supported the implementation of the Montreal Protocol on Substances that Deplete the Ozone Layer and the phasing out of HCFCs and HFCs in Afghanistan, Bangladesh, Brunei Darussalam, China, Iran, Mongolia, Pakistan, and the Philippines.

## Partnering at the country level with the United Nations

At the country level, UNIDO works with other United Nations agencies to advance inclusive and sustainable industrial development and to foster intraregional and South-South cooperation. This includes contributing to the implementation of SDG 13 in Thailand by accelerating climate action, and the African Union-China-United Nations collaboration plan to help people in Africa to build industrial capacity and reduce the effects of climate change, hunger and poverty. UNIDO offices in the region contributed to the work of 23 United Nations country teams and are signatory to 18 development assistance frameworks.



## Bridge for Cities 2024 event

“Bridge for Cities”, jointly launched by UNIDO and the Government of China in 2016, has grown into a prominent initiative with global reach for inclusive and sustainable urban development. It provides an open platform for cities worldwide to share success stories and challenges, identify replicable solutions, leverage multilateral collaboration and ultimately upscale sustainable development capacities. Consisting of annual forum-styled events to foster sustained engagement, the initiative contributes to the accelerated implementation of the SDGs by empowering cities as key local sustainable development actors.

“Bridge for Cities 2024” was the ninth edition of the event. Held in Vienna, it attracted over

700 participants from more than 100 countries. A total of 49 speakers, including 6 ministerial and 15 municipal leaders, discussed “Innovative Solutions for the Cities of Tomorrow”. The event has fostered a community dedicated to knowledge-sharing, capacity-building and partnership enhancement. UNIDO collaboration with cities focused on topics including biobased construction materials, green hydrogen, e-mobility and solar power to decarbonize urban development.

The year 2025 marks the 10th edition of “Bridge for Cities”, which will be celebrated with a series of events, workshops, and round tables throughout the year in diverse regions.




Bridge For Cities Conference 2024

# EUROPE AND CENTRAL ASIA



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Since 2022, the region's overall economic growth has been slowing due to multiple crises and is expected to remain sluggish in 2025. However, significant progress has been made towards the 2030 Agenda goals, including SDG 9, especially in areas like improving infrastructure and access to energy. These developments are laying a solid foundation to help meet the SDG 9 targets. Support to MSMEs to innovate and compete will be instrumental for further progress.

## UNIDO AT WORK IN EUROPE AND CENTRAL ASIA

UNIDO helps countries to strengthen their sustainable industrial capacity in several ways. This includes enhancing vocational and entrepreneurial skills, especially among the most vulnerable groups such as women, youth, refugees and people with disabilities, and modernizing industries to provide clean energy and use advanced technology such as AI. UNIDO also works to strengthen trade capacities by promoting quality and standards all along the value chain, helping even the smallest of enterprises to access these opportunities.

In 2024, the GEF-funded GCIP accelerator supported 26 start-up teams in Kazakhstan, 25 in the Republic of Moldova and 35 in Türkiye.

With funding from Slovenia, UNIDO launched the Smart Manufacturing Innovation Centre in Serbia, which will be scaled up to serve the entire region of the Western Balkans (see chapter 1). The Global Eco-Industrial Park Programme, funded by the State Secretariat for Economic Affairs (SECO) of Switzerland, is running in the Republic of Moldova and Ukraine, saving energy, water and materials. In Uzbekistan, with funding from Germany, UNIDO identified two locations to serve as industrial zone pilots, built the capacity of 20 experts and devised improvements in waste, energy and water use.

To enhance market interconnectivity and trade, the SECO-funded Global Quality and Standards Programme provided quality infrastructure and metrology services in Albania, Georgia, the Republic of Moldova and Ukraine. With funding from the European Union, UNIDO has been strengthening laboratory capacities, standards compliance and comprehensive legal frameworks in Armenia and the Republic of Moldova.

### Supporting a green industrial recovery in Ukraine

In 2024, UNIDO launched the green industrial recovery programme for Ukraine. Based on a comprehensive industrial diagnostic study, the programme offers solutions for restoring and modernizing the country's economic system.

With funding from Austria, Bulgaria, Czechia, the European Union, Germany, Japan, Poland, Switzerland and GEF, UNIDO has been leading activities in 3-D printing of prostheses, women's and youth economic empowerment, municipal-level capacity-building, quality infrastructure, energy efficiency, circular economy, the food industry and packaging sector, chemical management, and digitalization and AI.



Production of 3D-printed prosthetics in Ukraine

UNIDO started the development of a \$188 million project on technology transfer from Japan to Ukraine, selecting cutting-edge technological solutions for the demonstration phase. In 2024, also with support from Japan, UNIDO also provided three 3D-printers for the production of prostheses, trained six prosthesis providers and made 32 prostheses available to 30 people in Ukraine.

## Partnering at the country level with the United Nations

Between 2018 and 2024, the EU4Environment programme, co-implemented by the Organization for Economic Co-Operation and Development, United Nations Economic Commission for Europe, UNEP, UNIDO and the World Bank, helped industries in five countries transition to green production. Through the promotion of resource-efficient and cleaner production (RECP) and the application of circular economy principles to reuse materials, the project significantly reduced emissions, water use and waste.

UNIDO also contributed to United Nations development system processes to strengthen support for industrial development, including contributing to the common country analyses for the new cycle of United Nations Sustainable Development Cooperation Frameworks in Armenia, Azerbaijan, Georgia, Kazakhstan, Serbia, Turkmenistan and Ukraine.

Impact of the introduction of resource-efficient and cleaner production and circular economy practices					
	Armenia	Azerbaijan	Georgia	Republic of Moldova	Ukraine
RECP options implemented	84	8	25	6	36
Annual reduction of CO <sub>2</sub> emissions	2,000 t CO <sub>2</sub> -eq.	309 t CO <sub>2</sub> -eq.	265 t CO <sub>2</sub> -eq.	455 t CO <sub>2</sub> -eq.	985 t CO <sub>2</sub> -eq.
Annual savings	€336,000	€650,000	€560,000	€295,000	€226,000
Annual reduction of waste	110 t	990 t	280 t	140 t	NN
Annual reduction of energy consumption	8 million KWh	780,000 KWh	1.7 million KWh	1.7 million KWh	3.7 million KWh
Annual reduction of water consumption	10,000 m <sup>3</sup>	4,000 m <sup>3</sup>	290 m <sup>3</sup>	84,000 m <sup>3</sup>	300 m <sup>3</sup>



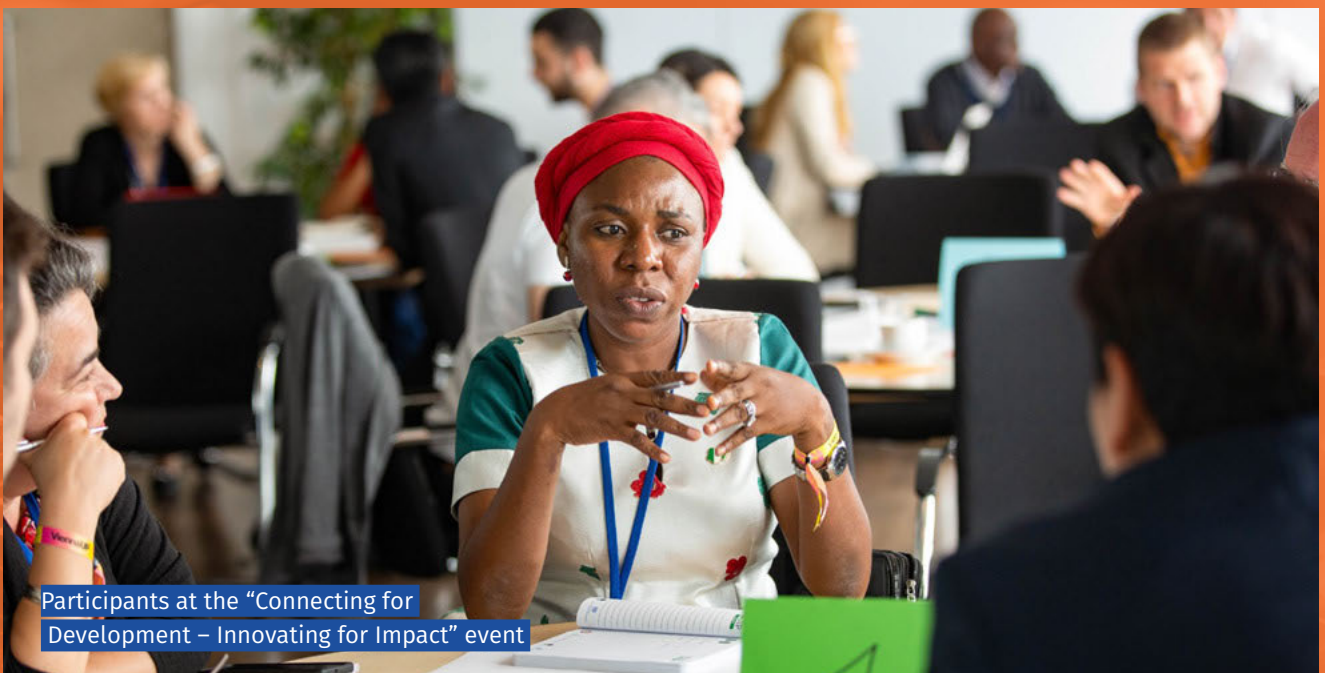
## Building partnerships with new European Union partner countries

UNIDO works closely with nine new European Union development partner countries – Bulgaria, Croatia, Cyprus, Czechia, Hungary, Malta, Poland, Romania and Slovenia. In 2024, UNIDO held its second regional conference in Vienna to explore innovative ways to collaborate and engage the private sector. It was organized in conjunction with the Cleantech Days 2024 of the UNIDO GCIP and in cooperation with ViennaUP, a decentralized startup festival convened by the Vienna Business Agency.

At the conference, an innovation salon convened 10 working groups to identify common challenges faced by entrepreneurs and areas where UNIDO can help them overcome these challenges. Topics of discussion ranged from research analysis

to legal support and funding, and included recommendations on advocating for improved policies around innovation and cooperation at both local and central levels, and engaging large corporations.

The Organization is helping to combine the technical know-how, expertise and financing of the private sector with the regulatory and coordination roles of the public sector and the expertise, knowledge and outreach of international organizations. Such public-private partnerships can improve quality and productivity along value chains in the region, help develop the enabling environment needed for MSMEs to thrive and create new market opportunities.




Participants at the “Connecting for Development – Innovating for Impact” event

# LATIN AMERICA AND THE CARIBBEAN



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The region of Latin America and the Caribbean faces mixed challenges across the economic, social, and environmental spheres. While advancements in clean energy and a steady recovery from the pandemic are notable successes, the region struggles with low economic growth, limited innovation and high levels of informal employment, especially for vulnerable groups such as women. Persistent structural issues hinder development, including a high dependency on fossil fuels, economic inequality and skill gaps in the workforce.



## UNIDO AT WORK IN LATIN AMERICA AND THE CARIBBEAN

The UNIDO SDG9 Accelerator connects people across the region to share and learn from each other in 11 policy and programme areas, and an online platform provides conferences, training and tools covering analysis, technical cooperation and financing initiatives.

### Expanding industrial capacity through training and partnerships

The partnership of UNIDO with the Development Bank of Latin America and the Caribbean in the Bolivarian Republic of Venezuela is strengthening agro-industrial value chains across the region through innovation, increasing quality and compliance with international standards and expanding market access and sales. Training on planting technology, pruning and management of coffee and cacao farms increased sustainable capacity. New training modules introduced in 2024 on how to utilize the circular economy and digital agricultural processes reached more than 236 nationals from seven agribusiness chains, with 31 per cent women and 16 per cent youth.

To expand the marketability of agricultural products, UNIDO worked with several Governments. Costa Rica upgraded its regulatory frameworks and quality standards for improved traceability for beef. In Colombia and Nicaragua, efforts focused on improving export quality, reducing environmental impacts and empowering local communities. In Paraguay, UNIDO helped rural cooperatives to reduce waste and optimize processes (see chapter 1).

UNIDO support to the State of Tabasco in Mexico helped develop a 20-year industrial strategy to diversify and increase manufacturing and exports. Costa Rica is developing a bioenergy value chain through UNIDO training and technical assistance, expanding sustainable industrial capacity.

A collaboration with Cuba and Slovenia boosted economic cooperation and competitiveness in the biopharma, medical, and nanotechnology industries. UNIDO supported authorities in Cuba to upgrade the biopharma regulatory framework and trained more than 40 Cuban firms on how to use these frameworks, with 20 of them adopting



UNIDO and UNODC strengthened its partnership with new areas of cooperation

international standards, thereby enhancing their market access. The project showcased how emerging donors like Slovenia can be engaged to strengthen regional systems, which can be extended to other countries and regions.

### Partnering with United Nations sister agencies for greater impact

UNIDO develops joint programmes with other United Nations agencies in order to increase its development efficiency and country-level impact. Two main efforts aim to increase gender equity to meet the targets of the SDGs. The Organization also collaborates in the region with the International Labour Organization to strengthen the aquaculture value chain by providing knowledge and tools to form cooperatives across the region.

UNIDO contributed to United Nations development system processes to strengthen support for industrial development in Cuba, Guatemala, Mexico and Panama. Through the Renewable Energy Innovation Fund (REIF), UNIDO leads a partnership with UNDP and UN Women to promote the energy transition in Uruguay (see story in box).

In Colombia, a collaboration with the United Nations Office on Drugs and Crime is supporting families to transition from growing illicit crops to more sustainable agricultural practices. Funded by the United Nations Multi-Partner Trust Fund for Sustaining Peace, UNIDO strengthened technical and business skills for rural communities and enhancing livelihoods through new market opportunities.



# Innovation fund accelerates Uruguay's transition to a greener economy

UNIDO is assisting Uruguay in its second energy transition focused on cleantech finance for industrial decarbonization. REIF is set up to attract private investment for projects in renewable energy, energy storage and sustainable mobility. The goal is to accelerate the adoption of green technologies across the country's energy sector, boosting its competitiveness by reducing costs.

In this initiative, UNIDO provided technical assistance, financing expertise and capacity-building. The Organization has helped design the financial trust structure that enables co-financing with commercial banks, an essential component in mobilizing private sector investments.

In 2024, REIF funded eight projects, including five new initiatives, which collectively are projected to prevent nearly 27,000 tons of CO<sub>2</sub> emissions.

The direct investment of almost \$2 million leveraged an additional \$6.4 million through co-financing from commercial banks and other financial institutions. Through this co-financing model, UNIDO helped diversify Uruguay's energy portfolio, expanding the adoption of sustainable technologies and scaling up the impact of green finance across the country.

The fund is now working to expand green hydrogen projects, strengthening Uruguay as a global leader in sustainable finance and decarbonization. The programme offers a model for other countries – the innovative financial mechanism leveraging public-private financing and funding for new and emerging renewable energy technologies is supporting the transition to a low-carbon economy, enhancing sustainability and reducing emissions.



Accelerating transition to a greener economy in Uruguay



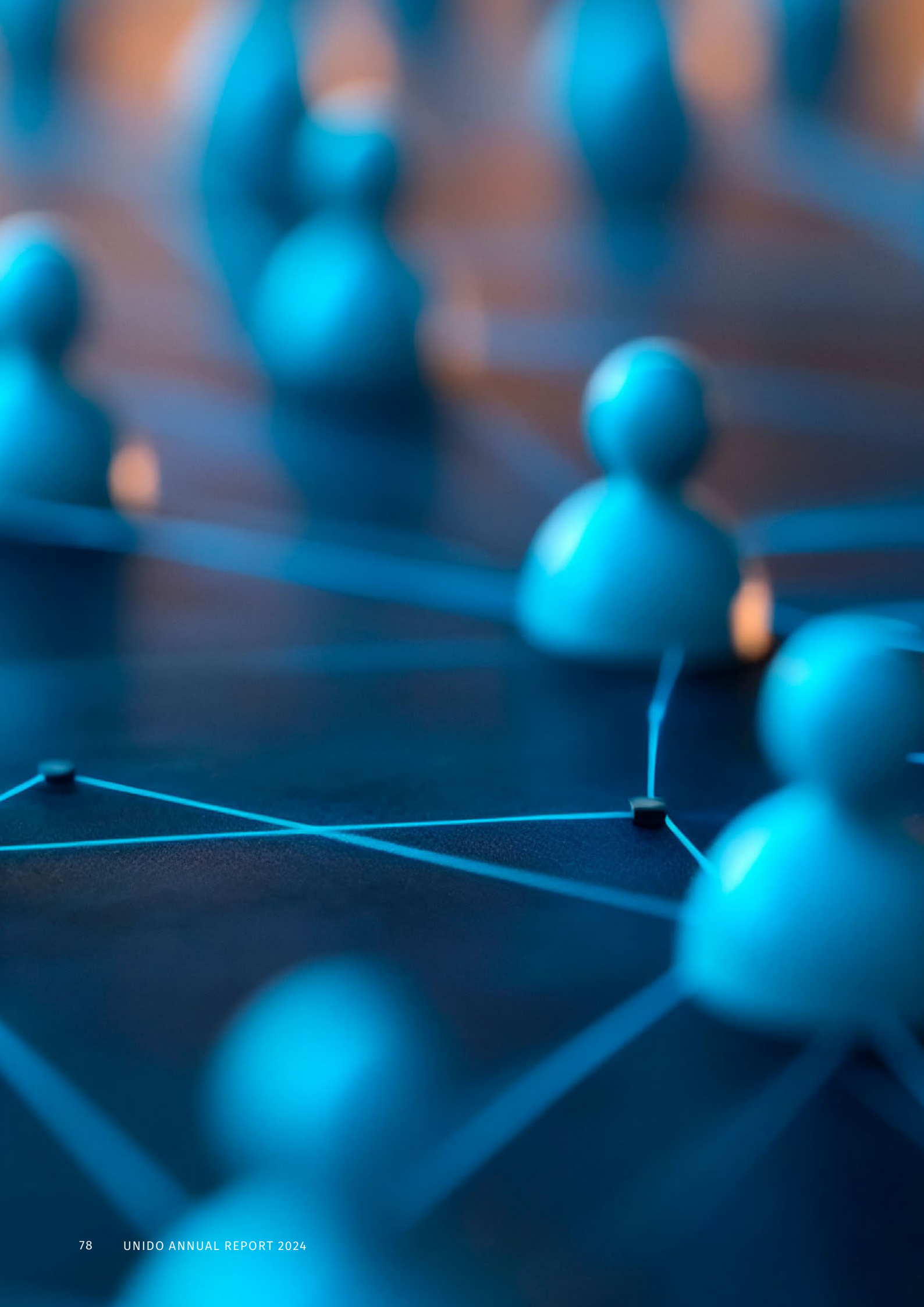




# Effective strategic management for results

To ensure results-driven programmes and project support and coordination, UNIDO has put in place numerous policies and support measures. These include both accountability frameworks and a set of indicators to track organizational performance and identify necessary adjustments as the work evolves.

Environmental and social safeguards across all technical cooperation projects ensure tangible, long-term benefits for communities and ecosystems worldwide. By embedding these safeguards from design to execution, UNIDO remains at the forefront of responsible project management and demonstrates accountability for results, ensuring that industrial progress is sustainable, inclusive, and fully aligned with SDGs for the benefit of future generations.







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## LEGAL SERVICES

The Office of Legal Affairs plays a vital role in ensuring that UNIDO operates in accordance with applicable legal frameworks, thereby promoting the rule of law and mitigating legal risks. The Office provides sound and impartial legal advice and expert assistance, and effectively manages litigation matters across the Organization. Key functions include advising the Director General and all organizational entities, defending the privileges and immunities of UNIDO under international law, and promoting compliance with regulations, rules and administrative issuances as well as legal obligations arising from legal instruments such as agreements, memorandums of understanding, and contracts.

In 2024, the Office addressed over 900 requests for legal advice and assistance, reviewed numerous administrative issuances and policies, and contributed to the conclusion of various international legal instruments. Of particular note is the conclusion of the standard basic cooperation agreement with Turkmenistan and the relationship agreement with the Asian Forest Cooperation Organization. Appendix G to this report contains a consolidated list of agreements and arrangements concluded by or on behalf of UNIDO in 2024 and sent to the Office for safekeeping. Additionally, the Office of Legal Affairs provided substantive legal assistance for the fortieth session of the Programme and Budget Committee and the fifty-second session of the Industrial Development Board.

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## EVALUATION AND INTERNAL OVERSIGHT

The Office of Evaluation and Internal Oversight (EIO) conducts independent evaluations, internal audits and investigations, providing evidence-based information and assurance services. Its work contributes to the efficiency and effectiveness of UNIDO interventions and processes, both internally and for its stakeholders.

In 2024, EIO conducted strategic evaluations of IDDA III (2016–2025), knowledge management in UNIDO, and the Organization's engagement with the private sector. It also performed a country-level evaluation in China, an evaluability assessment of the Organization's contribution to SDG 9, an evaluation of the impact of the International Vienna Energy and Climate Forum, and a review of the status of implementation of evaluation

recommendations, management action plans, and lessons learned issued between 2018 and 2023. EIO further issued 14 independent project evaluation reports.

Planned internal audits and assurance reviews were conducted, along with ad hoc internal audit assessments and advisories provided at the request of the Director General and senior management. These included assurance reviews of enterprise risk management and the internal governance mechanisms of UNIDO, an audit of the utilization of financial mechanisms in the Organization's projects and programmes, and an ad hoc advisory review of the guidelines for the life cycle of development cooperation programme and projects. In 2024, the internal audit function

of UNIDO received the highest possible rating in an external quality assessment conducted against the International Standards for the Professional Practice of Internal Auditing from the Institute of Internal Auditors.

To strengthen the evaluation culture in UNIDO and to enhance national evaluation capacity in Member States, face-to-face evaluation workshops were launched, and an online training course is now available for staff, consultants and national counterparts.

EIO actively participated in United Nations and international networks for evaluation, audit and investigation. It continued serving as the Secretariat for the UNIDO Independent Oversight Advisory Committee and as the organizational focal point for the United Nations Joint Inspection Unit.



Office of Evaluation and Internal Oversight

## ETHICS AND ACCOUNTABILITY AT UNIDO

The Ethics and Accountability Unit (EAU) fosters an organizational culture of ethics, transparency and accountability by ensuring a rigorous implementation of ethics-related policies, thereby enabling UNIDO personnel to comply with the core values of integrity, professionalism and respect for diversity.

In 2024, EAU provided confidential advice and guidance to personnel on matters such as conflict of interest, fraud and retaliation for reporting wrongdoing or misconduct. It also promoted a culture of ethical behaviour in line with international standards and United Nations best practices through relevant training and communications. EAU refined the UNIDO ethics framework to strengthen adherence to international standards and enhanced the Organization's credibility and trust with Member States, donors and partners.

Building on the Organization's Policy on Protection from Sexual Exploitation and Abuse, promulgated in 2023, an online training module was launched, and the first awareness session was held in 2024, with the Director General reaffirming the Organization's zero-tolerance approach for inaction in response to sexual exploitation and abuse.

Additional awareness-raising sessions and training were conducted on fraud and corruption prevention, as well as on empowering individuals to act as active bystanders. A compendium of personal data protection tools was drafted to help personnel safeguard personal data privacy rights, as per the related policy from 2023. A fraud risk assessment exercise was conducted, which will be pivotal in updating the UNIDO Policy on Fraud Awareness and Prevention, consolidating the Organization's anti-fraud and anti-corruption mechanisms.

EAU strengthened its collaboration with the United Nations and other international organizations, including with the Ethics Network of Multilateral Organizations, the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, and the Office of the Victims' Rights Advocate. Notably, work continued with the Vienna-based United Nations organizations' "Dignity and Inclusion Learning Initiative", which was recognized by UN Women in 2024 for its outstanding achievements in implementing the field-specific enabling environment guidelines.



## Ensuring alignment, reporting, and development impact

In 2024, UNIDO established the Directorate of Strategic Planning, Programming and Policy to respond to global changes and support Member States in enhancing their industrial capacity. The new Directorate manages several key functions of the Organization, including the preparation of the next medium-term programme framework 2026–2029. It will guide the upcoming UNIDO Vision 2050, which looks towards supporting UNIDO Member States to build future-oriented industries. The framework will drive coordinated efforts to address the Organization's main priorities, that is, ending hunger, sustainable supply chains, and clean energy and climate action.

To monitor quality and results for efficiency and effectiveness, the Directorate facilitated the review and approval of 261 project concepts, a 42 per cent increase compared to the previous year. Moreover, compliance reviews safeguarding environmental and social safeguards rose 40 per cent.

Among the 121 approved projects totalling around €540 million, 69 per cent promoted gender equality and inclusivity. Additionally, training for over 200 UNIDO personnel was provided on gender consideration through partnerships with UN Women, GEF and the European Union.

The Directorate facilitates learning across UNIDO initiatives, empowering personnel with the skills and knowledge to design and implement technical cooperation projects more effectively. A prime example is the e-learning course on South-South and triangular industrial cooperation, which offers a comprehensive overview of the principles of collaboration among developing countries and their practical application in these projects.

Furthermore, key reports such as the *Industrial Development Report 2024* are instrumental in shaping global industrial policy, providing Member States with valuable insights to develop informed strategies that promote resilient and sustainable economies (see chapter 1).

UNIDO engagement across the United Nations system and with other multilateral platforms extends its reach and impact beyond its own Member States and resources. In this context, the Directorate highlights the importance of integrating equitable and sustainable industrial policies into global initiatives, providing guidance to platforms such as the G7, G20 and BRICS.







# Excellence of corporate services and operations

Underpinning all UNIDO work is the critical support of corporate services and operations. Just as the Organization trains people and institutions to industrialize and innovate, it also demands the same levels of critical thinking internally. The efficient and effective management of financial services, human resources, procurement, general services, logistics, and information and communication technology services contributes to the rate of transformation. The digitalization of operational systems improves performance in operations and services. Investing in highly trained staff and optimizing operational efficiency enables the Organization to achieve its targeted results.

# FUNDING AND FINANCIAL CONTRIBUTIONS

In 2024, funding partners once again demonstrated their unwavering support for UNIDO development cooperation services, with project funding reaching a record \$350.3 million, net of programme support costs. This represents a remarkable 45 per cent increase from 2023. The sustained growth in voluntary contributions is attributable to substantial contributions from key UNIDO governmental funding partners and the European Union. These high levels are expected to remain similar in 2025, owing to the sustained support of long-standing partners and funding arrangements with multi-annual instalments.

Delivery of UNIDO technical cooperation services also significantly increased to a historical record of \$291.2 million in 2024, ensuring funds were effectively and rapidly translated into impactful development interventions.

Funds mobilized for future implementation reached an unprecedented \$663.6 million. This growth underscores the relevance of UNIDO's mandate and expertise in addressing the pressing needs of its Member States. The portfolio of projects and programmes for future implementation rose to \$1.1 billion, up from \$725.6 million in 2023.

This includes \$637.6 million in future payments under already concluded agreements. These resources will contribute to sustaining a high level of delivery of the Organization's development cooperation in the years ahead.

Funding from Member States and other governmental donors accounted for 48 per cent of voluntary contributions. Fourteen governmental donors provided contributions exceeding \$1 million net of programme support costs, as shown in the overview. Japan emerged as the largest contributor (\$84.5 million), followed by the United Kingdom (\$21.6 million), Switzerland (\$10.7 million), Sweden (\$9.9 million) and Italy (\$7.7 million).

The European Union's support also significantly increased by 44 per cent from 2023, reaching a historic high of \$65.6 million. While Africa remained a primary geographic focus, European Union project funding expanded in the Asia and the Pacific region.

Contributions from GEF led to steady approvals of \$42.4 million in 2024, whereas approvals from the MLF reached \$45 million, exceeding by 53.6 per cent the contributions of the preceding year.





The UNIDO Junior Professional Officer Programme continued to benefit from the generous support of Austria, China, Finland, Germany, Italy and Japan, reinforcing the Organization's efforts to nurture the next generation of industrial development professionals. These contributions play a vital role in strengthening UNIDO's human resource capacity and providing young professionals with an opportunity to acquire valuable work experience in the field of international cooperation.

Geographically, voluntary contributions were directed towards a diverse range of regions. Africa remained a key focus, receiving \$60.5 million, followed by Asia and the Pacific with \$58 million, Latin America and the Caribbean with \$31.6 million, Europe and Central Asia with \$30.8 million, and the Arab region with \$24 million. Additionally, global and interregional initiatives received a substantial \$145.4 million, mainly driven by a large-scale project aimed at supporting the Global South.

Thematically, the main focus of the UNIDO funding partners remained on safeguarding the environment, which attracted \$163.9 million, 47 per cent of the total funding. Allocations towards advancing economic competitiveness amounted to \$131.2 million, while the thematic areas of creating shared prosperity from industry and cross-cutting services benefited from \$34.5 million and \$20.7 million, respectively. The significant expansion in funding in 2024 highlights the increased demand for UNIDO services and the trust of funding partners to address pressing challenges. These financial resources will enable the Organization to further advance its mission and to support its Member States towards fostering economic growth, environmental sustainability, and social progress.

### **Contributions from global funds: Global Environment Facility, Multilateral Fund for the Implementation of the Montreal Protocol and the Green Climate Fund**

The partnership with GEF was further strengthened in 2024, with funds focused on climate adaptation, the Least Developed Countries Fund and the Special Climate Change Fund. As anticipated, increased funding drove approved interventions and delivery of services to safeguard the environment.

Concurrently, UNIDO continued programming its portfolio pipeline under the eighth funding cycle of GEF (GEF-8), resulting in UNIDO concept approvals at the GEF Council meetings in February, June and December 2024. The approved concept packages included three UNIDO-led global programmes: the Global Clean Hydrogen Programme, the Global Electronics Management Programme, and the Programme for Innovation in Climate Adaptation and Resilience Building Solutions. The UNIDO GEF-8 portfolio addresses key environmental challenges, including implementing industrial decarbonization solutions, applying green hydrogen technologies, greening supply chains through the elimination of hazardous pollutants, applying circular economy solutions to minimize plastic waste and pollution, innovating investment models in climate adaptation solutions, and implementing sustainable urban practices and sound waste management.

UNIDO continued to expand its cooperation with the GCF through structured strategic consultations of senior management with the GCF Secretariat, participation in the GCF regional dialogues and corporate meetings, and strategic engagements on the sidelines of COP29. During 2024, UNIDO expanded its programmatic engagement with the Fund through new GCF readiness initiatives focusing on climate financing, cleantech innovation and the application of green hydrogen technologies, as well as continued efforts in building a full portfolio of climate project proposals.

To help developing countries mitigate climate change through the Adaptation Fund, UNIDO continued to formulate regional and national concepts and full-scale proposals for Africa and Asia. The Adaptation Fund Board invited UNIDO to develop a programme focusing on supporting locally-led adaptation with a total financial volume of \$15 million.

Cooperation with the Multilateral Fund for the Implementation of the Montreal Protocol (MLF) further increased in 2024, with projects in 80 countries implemented by UNIDO to phase out HCFCs and phase down HFCs. UNIDO activities under the Montreal Protocol during the reporting period reduced 82 million tons of CO<sub>2</sub>-equivalent, double the previous year.

In addition to the approval of projects to reduce and phase out controlled substances, the MLF established additional funding windows in 2024 to support investment projects that improve energy efficiency when phasing down HFCs in the manufacture of refrigeration and air conditioning equipment.

Kigali Implementation Plan funding has been approved for 30 countries, which have agreed annual CO2-equivalent reduction schedules to be achieved by lowering HFC consumption. UNIDO made use of the newly established funding windows for pilot projects on energy efficiency in the context of HFC phase-down and preparation of inventories of ODS banks. For projects with multi-year contributions which are based on mechanisms such as the HCFC Phase-Out Management Plans and Kigali implementation plans, UNIDO mobilized an additional \$32.9 million of future installments expected until 2030.



UNIDO Montreal Protocol – Dashboards

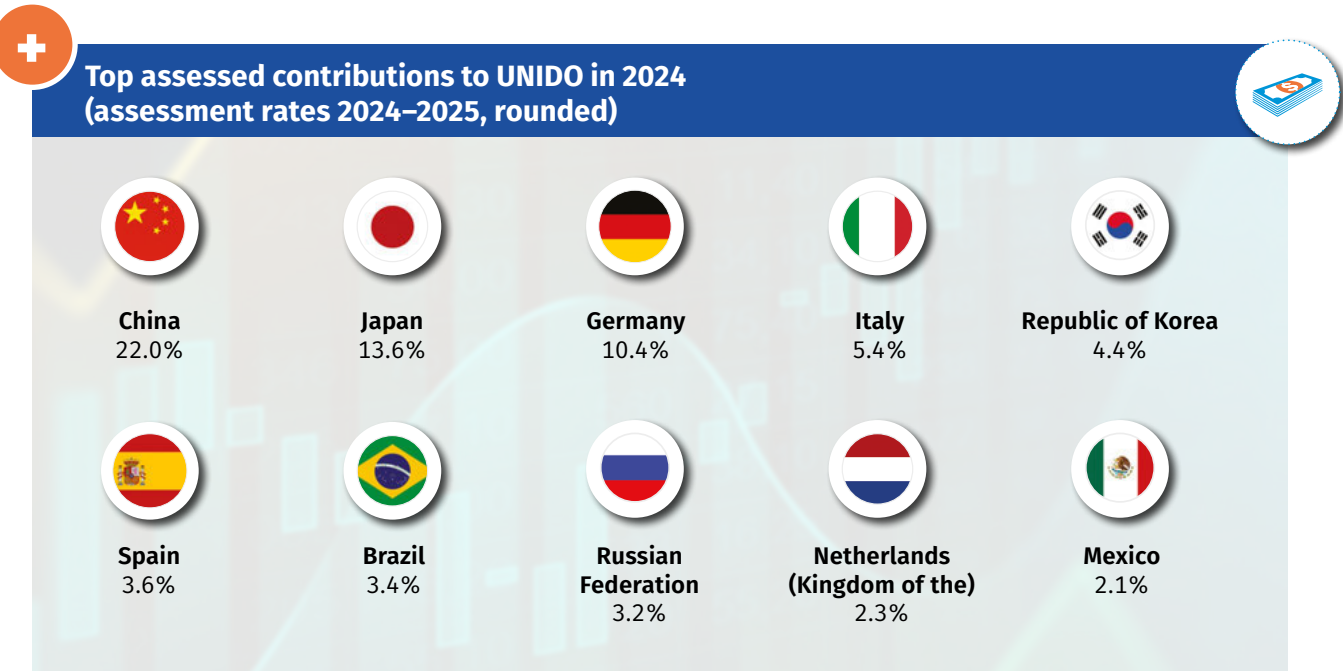


UNIDO Montreal Protocol – Projects

### Funding from the United Nations, multi-partner trust funds and UNIDO-managed trust funds

In keeping with the Organization’s commitment to the repositioned United Nations development system, UNIDO proactively engaged in inter-agency cooperation, which led to an increase of contributions from United Nations agencies and multi-partner trust funds for UNIDO services and totaled \$12.6 million in 2024.

The amount of non-earmarked or soft earmarked voluntary contributions for UNIDO development cooperation services was negligible in 2024. In accordance with the Funding Compact, UNIDO encourages its Member States to support more predictable and flexible funding arrangements, including through increased voluntary contributions for core activities via the UNIDO Innovation and Transformation Fund (ITF) and Major Capital Investment Fund (MCIF) or by allocating resources to development cooperation initiatives supported by the UNIDO thematic trust funds or the general-purpose segment of the Industrial Development Fund. While contributions to the ITF generally remained modest, encouraging contributions exceeding \$100,000 were received from the Qatar Fund for Development and the United Kingdom. 2024 was a successful year for the collection of assessed contributions. Member States demonstrated their commitment to UNIDO through a high rate of payment of assessed contributions enabling the Organization to deliver its mandate and implement its programme of work.





## HUMAN RESOURCE SERVICES

The Division of Human Resources Management delivers services related to the administration of the UNIDO workforce, ensuring strict compliance with organizational policies while providing support to all personnel. HRM played a central role in the process to deliver the revised UNIDO Secretariat Structure, and adopted a new divisional structure to better advise, support and enable organizational operations.

The overall workforce in 2024 was 2,284, compared to 2,281 in 2023. In 2024, 698 were staff and 1,586 consultants, representing 154 countries, with 44 per cent women and 56 per cent men, compared to 2023 where 671 were staff and 1,610 consultants,

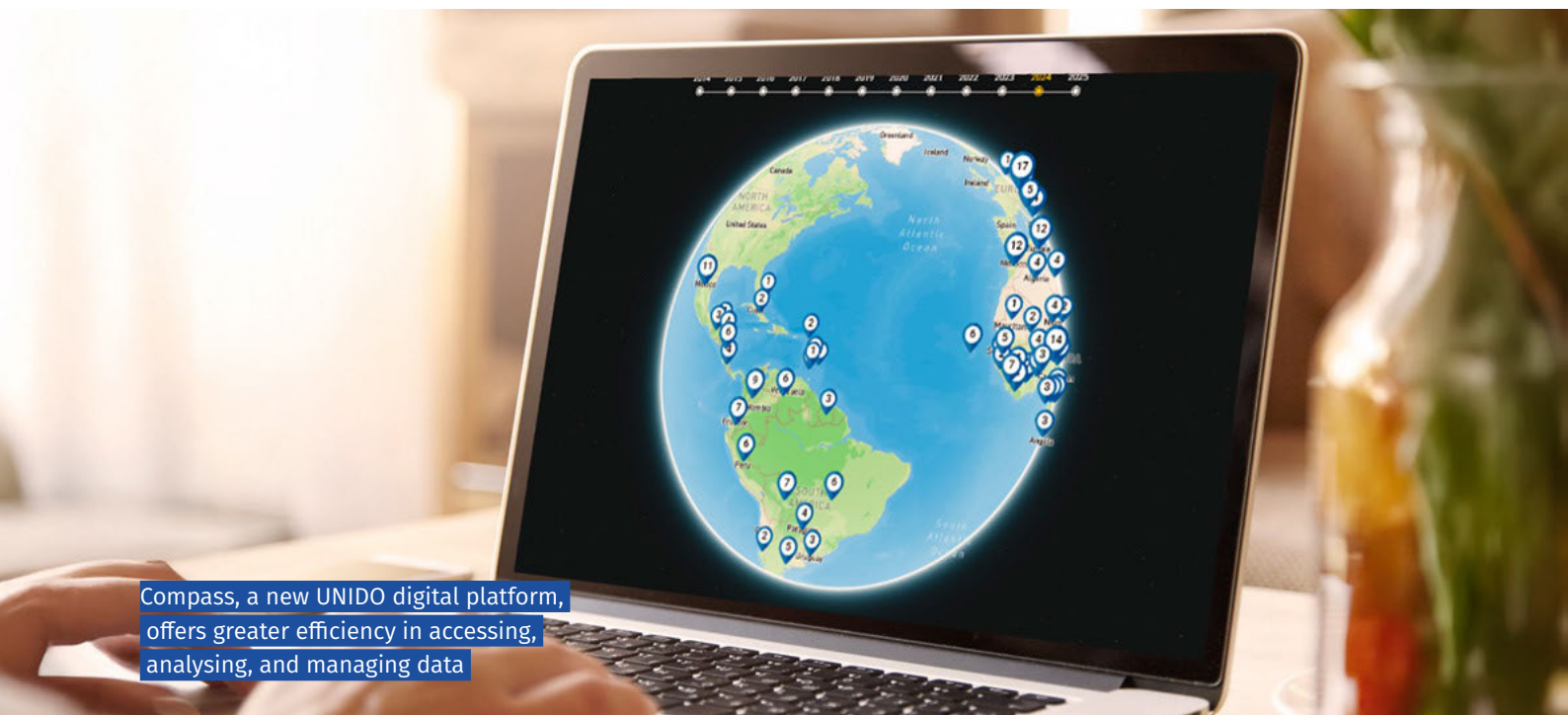
representing 152 countries, with 42 per cent women and 58 per cent men. This represents a slight increase in staff, as well as in national representation and gender balance in 2024.

Talent acquisition advice and operations were in high demand in 2024 with recruitment processes for fixed term staff reaching 160 during the year, in addition to 930 consultants being hired. To continue to attract the best possible talent and promote geographical representation and gender balance, emphasis is increasingly placed on outreach activities. Learning opportunities expanded, including flexible options for increased accessibility and inclusivity.

## PROCUREMENT

Procurement Services (PRO) managed a total volume of more than \$235 million and 884 purchase orders from a total of 10,390 issued by UNIDO in 2024, contributing to the full achievement of the year's technical cooperation implementation target and the Organization's efficient operation at headquarters and field offices, as well as the Vienna International Centre (VIC). The Procurement Manual, Grants Manual, and guidance notes issued throughout the year established a solid platform for the management

of significantly larger transactional volumes, according to best practice. PRO continued to support the contractual needs of many high-profile programmatic initiatives, and proactively responded to the internal and external training needs in procurement. Several outreach activities and international procurement seminars were carried out with other United Nations organizations engaging with UNIDO Member States, including Austria, Croatia, Czechia, Germany, Hungary, Italy, Japan and Romania.



Compass, a new UNIDO digital platform, offers greater efficiency in accessing, analysing, and managing data

## DIGITALIZATION, INNOVATION, AND TECHNICAL COOPERATION OPTIMIZATION SERVICES

In 2024, Digitalization, Innovation, and Technical Cooperation Optimization Services (DIT) continued to drive internal digital transformation and operational efficiency. Compass was launched as the new digital platform replacing Open Data, offering enhanced data accessibility, and around 2,200 users migrated to the Microsoft 365 Cloud for increased productivity and collaboration. Over 12,000 service tickets were processed, 350 workstations replaced, and outdated data systems upgraded to strengthen IT resilience.

The technical cooperation optimization initiative introduced tools for portfolio management, forecasting and enterprise resource planning improvements. In 2024, robotic process automation saved €130,000 through the efficient processing of over 14,000 items.

UNIDO made progress in reinforcing its cybersecurity framework, addressing all related recommendations from the External Auditor and Joint Inspection Unit. A new Administrative Instruction on the Information Security

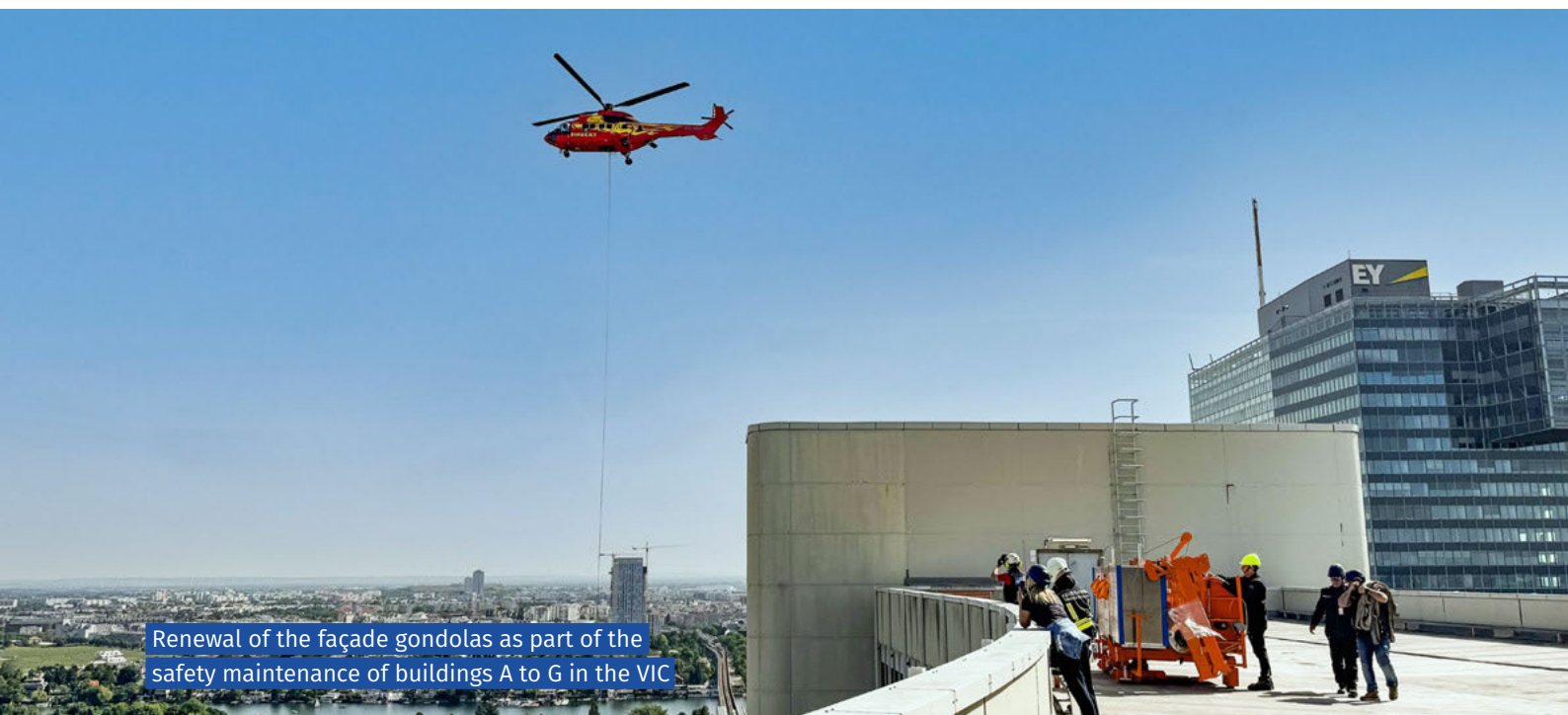
Risk Management Process (AI/2024/01) was promulgated. The Instruction describes the process of ensuring that information security risks are well identified, assessed, and managed effectively.

The UNIDO Solutions Platform was launched at Google's New York office in September 2024, during the Summit of the Future Action Days, showcasing solutions for Member States to improve their industrial capacity. Hackathons focused on AI solutions and the new Innovation Lab's ScaleX Accelerator are helping to scale up innovative solutions. Frontier technologies and innovations, such as AI, will continue to be used to enhance organizational impact and ensure excellence in service delivery.



UNIDO Solutions Platform





## FACILITY MANAGEMENT SERVICES

Facility Management Services (BMS) is responsible for the smooth, reliable and safe operation of all technical facilities and installations at the Vienna International Centre. In 2024, BMS managed more than 4,200 requests for staff relocations and space alterations and supported over 130 events.

For the ninth consecutive year, UNIDO received the United Nations Framework Convention on Climate Change (UNFCCC) certificate of climate neutrality, ensuring ongoing reductions in energy use.

Infrastructure upgrades encompassed the replacement of main drainage and water pipes and power supply lines, improvements in waste management and efficiency, the renewal of water supply and heating systems, and the refurbishment of six elevator cabins.

Security and system reliability were strengthened by updating automation systems for electricity and fire, emergency and escape lighting, a smoke extraction system, and the perimeter fence video surveillance system, as well as electronic access and the alarm system for a drug laboratory.

Four kilometres of new fibre optic cable in the Data Centre of the United Nations Office in Vienna enhanced network capacity and reliability. An “ethical hacker attack” test assured the strength of IT systems.

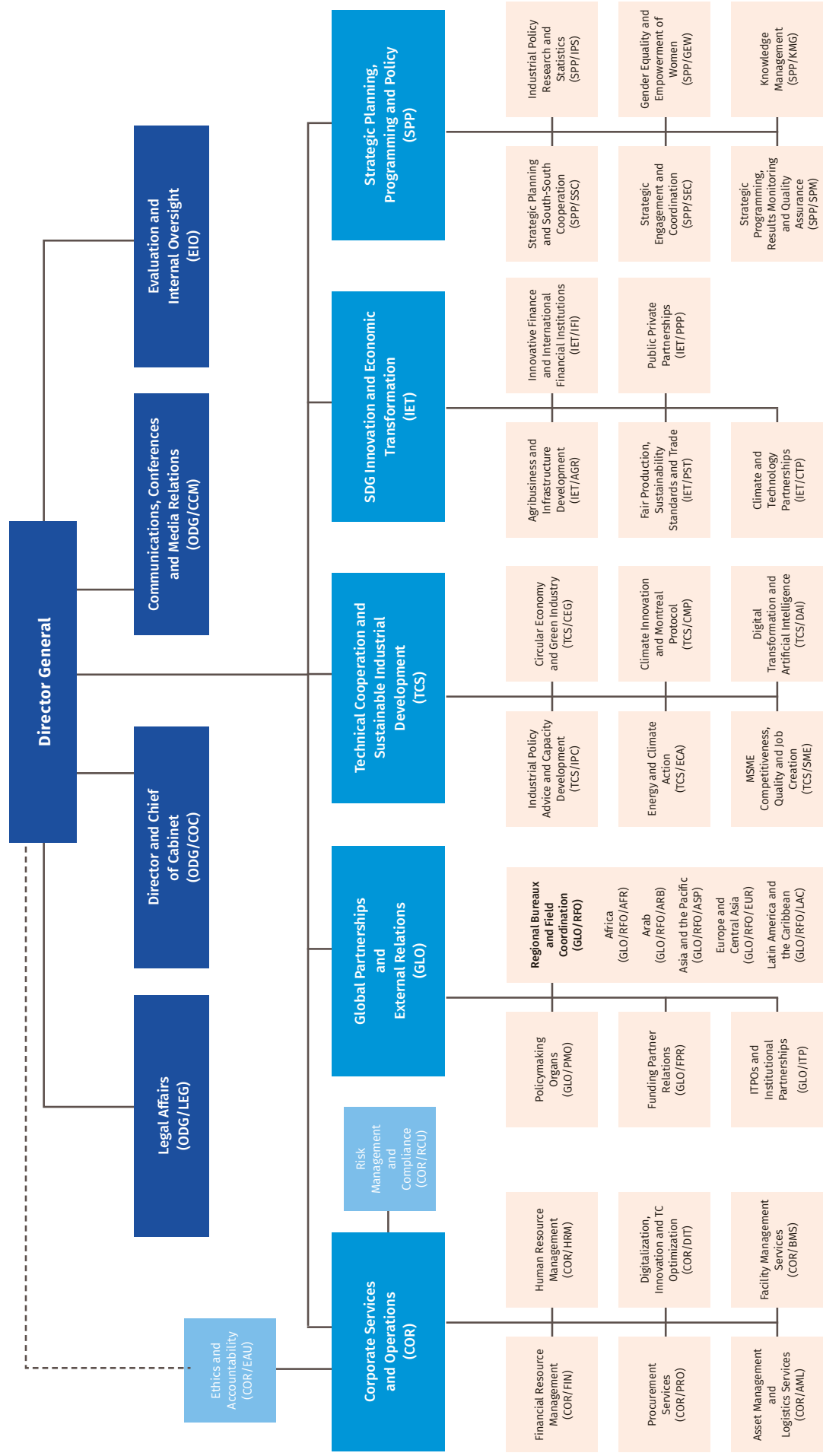
## ABBREVIATIONS

<b>AfCFTA</b>	African Continental Free Trade Area
<b>AfDB</b>	African Development Bank
<b>AI</b>	artificial intelligence
<b>AIM Global</b>	Global Alliance for Artificial Intelligence for Industry and Manufacturing
<b>BCIC</b>	BRICS Centre for Industrial Competencies
<b>BMS</b>	Facility Management Services
<b>BRICS</b>	Brazil, Russian Federation, India, China, and South Africa
<b>CAAP</b>	Common African Agro-Parks
<b>CO<sub>2</sub></b>	carbon dioxide
<b>COP29</b>	2024 Conference of the Parties to the United Nations Framework Convention on Climate Change
<b>EAU</b>	Ethics and Accountability Unit
<b>EIO</b>	Evaluation and Internal Oversight
<b>EQulP</b>	Enhancing the Quality of Industrial Policies toolkit
<b>FAO</b>	Food and Agriculture Organization
<b>GCEC</b>	Ghana Circular Economy Centre
<b>GCF</b>	Green Climate Fund
<b>GCIP</b>	Global Cleantech Innovation Programme
<b>GEF</b>	Global Environment Facility
<b>GMAP</b>	Global Market Access Programme
<b>GN-SEC</b>	Global Network of Regional Sustainable Energy Centres
<b>HCFC</b>	hydrochlorofluorocarbons
<b>HFC</b>	hydrofluorocarbons
<b>HLPF</b>	High-level Political Forum on Sustainable Development
<b>HRM</b>	Human Resources Management
<b>IAIP</b>	integrated agro-industrial parks
<b>IATI</b>	International Aid Transparency Initiative
<b>IDEA</b>	Innovation, Development and Entrepreneurship for All
<b>IGGE</b>	Inclusive Green Growth in Egypt
<b>IHEC</b>	International Hydrogen Energy Centre
<b>IT</b>	information technology
<b>ITPO</b>	Investment and Technology Promotion Office



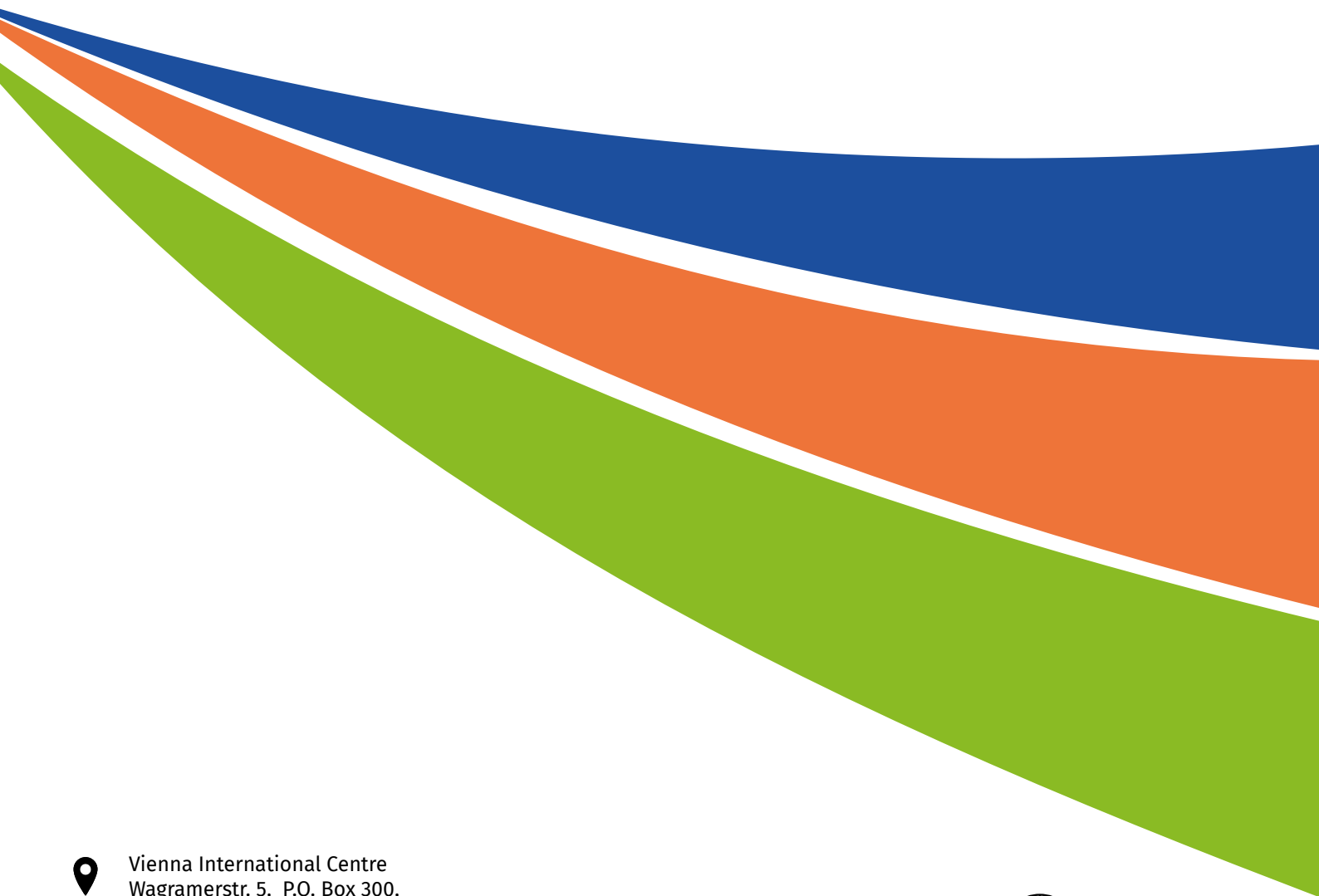
<b>KIP</b>	Kigali Implementation Plan
<b>LKDF</b>	Learning and Knowledge Development Facility
<b>MLF</b>	Multilateral Fund for the Implementation of the Montreal Protocol
<b>MSME</b>	micro-, small and medium-sized enterprise
<b>NOU</b>	National Ozone Units
<b>ODS</b>	ozone-depleting substances
<b>PartNIR</b>	Partnership on the New Industrial Revolution
<b>PBDE</b>	polybromodiphenyl ethers
<b>PFAN</b>	Private Financing Advisory Network
<b>RECP</b>	resource-efficient and cleaner production
<b>REIF</b>	Renewable Energy Innovation Fund
<b>SDG</b>	Sustainable Development Goal
<b>SECO</b>	State Secretariat for Economic Affairs (Switzerland)
<b>SHP</b>	small hydropower
<b>SIDS</b>	small island developing States
<b>SME</b>	small and medium-sized enterprise
<b>SMIC</b>	Smart Manufacturing Innovation Centre
<b>SONAGESS</b>	Burkina Faso National Food Reserve Agency
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WACOMP</b>	West Africa Competitiveness Programme
<b>WFP</b>	World Food Programme


# UNIDO ORGANIZATIONAL STRUCTURE










 Vienna International Centre  
Wagramerstr. 5, P.O. Box 300,  
1400 Vienna, Austria

 +43 1 26026-0

 [www.unido.org](http://www.unido.org)

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



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION