



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country  
Partnership Côte d'Ivoire



# CÔTE D'IVOIRE

Programme for Country Partnership — PCP

Annual Report 2020



# SUSTAINABLE DEVELOPMENT GOALS

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**10** REDUCED INEQUALITIES

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**11** SUSTAINABLE CITIES AND COMMUNITIES

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**17** PARTNERSHIPS FOR THE GOALS

**15** LIFE ON LAND

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

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# PCP CÔTE D'IVOIRE AT A GLANCE

## STATUS

Date of approval of the development of the PCP by the UNIDO Executive Board: October 2018

**Programming: Initiated in 2019 - ongoing**

Implementation: Expected to commence 2021

Expected completion date: To be confirmed

## PRINCIPLE NATIONAL POLICY / STRATEGY SUPPORTED BY THE PCP

National Development Plan 2021-2025

## FOCUS SECTORS / AREAS

**Human capital development and Industry 4.0**

**Investment and finance for ISID**

**ISID governance and competitiveness**

**Agro-industrial value chains**

**Circular economy (environment and sustainable energy)**

**Regional value chain development**

## MAIN PARTICIPATING MINISTRIES

Office of the Prime Minister, Ministry of Trade and Industry, Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Budget, Ministry of Environment and Sustainable Development, Ministry of SMEs, Ministry of Agriculture, Ministry of Education, Technical Education and Vocational Training, Ministry of Energy and Renewable Energy, Ministry of Handicrafts, Ministry of Private Investment, Ministry of Regional Integration

## KEY DEVELOPMENT PARTNERS (ENVISIONED)

**Financial institutions:** African Development Bank, European Investment Bank, Islamic Development Bank, West African Development Bank, World Bank.

Bilateral/multilateral partners: Agence Française de Développement (AFD), China, European Union, Germany (KfW, GIZ), Japanese International Cooperation Agency (JICA), Korean International Cooperation Agency (KOICA), Swiss Cooperation.

**UN entities:** Agencies of the United Nations Development System in Côte d'Ivoire within the framework of the United Nations Sustainable Development Cooperation Framework, namely Food and Agriculture Organization, International Labour Organization, United Nations Development Programme, UN Environment Programme, and United Nations Educational, Scientific and Cultural Organization.

**Business sector:** Fédération Ivoirienne des Petites et Moyennes Entreprises (Ivorian Federation of Small and Medium Enterprises), Chambre de Commerce et d'Industrie de Côte d'Ivoire (Chamber of Commerce and Industry of Côte d'Ivoire), Confédération Générale des Entreprises de Côte d'Ivoire (General Confederation of Companies of Côte d'Ivoire).

**Other partners:** Cellule d'Analyse des Politiques Economiques du Centre Ivoirien de Recherche Economiques et Sociales (Unit of Analysis of Economic Policies of the Ivorian Centre for Economic and Social Research).4777

## UNIDO PROJECTS WITH FUNDING SECURED (COMPLETED AND ONGOING)

The PCP for Côte d'Ivoire is undergoing programming. At the end of 2020, the ongoing TC portfolio in the country amounted to 7 projects totaling \$ 8,979,426 (see Annex 1).

UNIDO's ongoing projects in Côte d'Ivoire will be integrated into the PCP and new ones developed according to the priority areas, stakeholder consultations and the finalization of programming in 2021.

## TOTAL INVESTMENTS LEVERAGED (CUMULATIVE)

N/A as the PCP is undergoing programming.

## TOTAL PCP VOLUME

N/A as the PCP is undergoing programming.

# 1. EXECUTIVE SUMMARY

In the course of 2020, UNIDO advanced the programming phase of the Programme for Country Partnership (PCP) for Côte d'Ivoire, with the strong collaboration of the Government and other national stakeholders, despite challenges of the COVID-19 pandemic and several political leadership changes in the country.

A PCP National Task Force was set up while awaiting the full establishment and operationalization of the national structures that will lead and guide the programme, namely the PCP National Steering Committee, the PCP Monitoring Committee, and the Partner and Donor Committee for Inclusive and Sustainable Industrial Development (ISID). The National Task Force elaborated and adopted three Contingency Plans in the context of COVID-19, which guided progress in the areas of coordination, partnerships and funds mobilization, agreement on PCP priority areas, and alignment with national priorities. The Government of Côte d'Ivoire has committed to financially contribute to the programming and implementation of the PCP, and to lead the implementation of its Partner and Funds Mobilization Strategy.

The programmatic substance and timeframe of the PCP is being strategically aligned with the 2021-2025 National Development Plan (NDP) and the 2021-2025 United Nations Sustainable Development Cooperation Framework (UNSDCF). Thus, the PCP will serve as one of the implementation tools of the new NDP. At the same time, the UNSDCF included a specific component on "Sustainable and Inclusive Industrialization" that will integrate the major components of the PCP Côte d'Ivoire. This is expected to facilitate the mobilization of national resources, both public and private, in addition to resources from technical and financial partners in Côte d'Ivoire.

As part of the programming phase, UNIDO conducted a PCP Country Diagnostic to identify the main opportunities and bottlenecks for advancing ISID and provide a baseline for programme development. The Diagnostic resulted in a report, outlining : (i) the alignment of the PCP with the NDP and the UNSDCF; (ii) the priority areas of interventions of the PCP; (iii) the priority sectors and; (iv) the key bottlenecks affecting the business environment. The Diagnostic is expected to be validated by the Government in 2021, and is supporting the development of the Programme Document and the related technical interventions.

The Partner Mapping exercise was also initiated by UNIDO, in parallel to ongoing consultations with the private sector, UN entities, and the main financial institutions and bilateral and multilateral partners active in the country. A PCP Funds Mobilization Strategy is being designed, in close collaboration with national counterparts, to be implemented in 2021.



## 2. INTRODUCTION

In October 2018, the Executive Board of UNIDO approved the development of the Programme for Country Partnership (PCP) for Côte d'Ivoire following the official request from the Prime Minister, Amadou Gon Coulibaly.

In March 2019, the Director General went on an official visit to the country to discuss the next steps for the realization of the PCP. The Director General met with representatives of the Government of Côte d'Ivoire who confirmed their commitment to the PCP, including the President of Côte d'Ivoire, Alassane Ouattara, the Vice-President Daniel Kablan Duncan, and the Prime Minister. Various meetings were also held with members of the United Nations Country Team and technical and financial partners of Côte d'Ivoire. At this occasion, UNIDO also signed three joint declarations with the national private sector. This included the Chamber of Industry and Commerce of Côte d'Ivoire, the General Confederation of Ivorian Enterprises, and the Federation of Ivorian Small and Medium Enterprises. These partnership agreements will support the programming and implementation of the PCP.

In the course of 2019, UNIDO initiated the formulation of the new programme, together with the Government and in consultation with development partners. The close consultation process ensured that, from the onset, the PCP benefited from strong national support at the highest political level, with the involvement of various ministries. The Government further confirmed their commitment to the PCP by pledging national resource allocations to the programming phase and, subsequently, to its implementation.

Consensus was reached on the governance and coordination framework of the PCP, namely the establishment of a National Steering Committee under the chairmanship of the Prime Minister of Côte d'Ivoire, with the participation of all relevant ministries and national institutions, as well as the private sector. A Technical Committee of Partners and Donors for ISID, chaired by the Ministry of Economy and Finance, will be in charge of partnership and funds mobilization for ISID.

Focus areas for the PCP were identified in line with Côte d'Ivoire's national development plans and industrial policies, and in synergy with partner interventions. The PCP focus areas are in line with the National Development Plan (2021-2025) as well as the United Nations Sustainable Development Cooperation Framework (2021-2025).

The PCP will focus on the following six areas: i) Human capital and skills development, including gender equality and preparation for Industry 4.0; ii) Quality investment promotion and finance; iii) ISID governance, competitiveness and innovation (including industrial zones); iv) ISID in rural areas and territories through selected agro-industrial value chains; v) Supporting the development of a circular economy through innovation and entrepreneurship with an emphasis on youth and women; and vi) regional value chain development.

In the context of the Third Industrial Development Decade for Africa (IDDA III), the African Continental Free Trade Area and the recognition of the importance of regional integration, the PCP will also support regional interventions through the potential expansion of the ECOWAS regional pharmaceutical manufacturing industry development project into a regional pharmaceuticals production value chain project.

## 3. ALIGNMENT WITH AND CONTRIBUTION TO UNSDCF

In 2020, the United Nations Country Team started working with the Government to design a new United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2021-2025, presenting an opportunity to have the PCP Côte d'Ivoire aligned, in programmatic as well as in timeline terms, to the UNSDCF.

The process for the elaboration of the Common Country Assessment (CCA), conducted by the United Nations coincided with the elaboration of UNIDO's PCP Diagnostic Study. The two processes fed into each other, in terms of exchange of information, data and findings.

UNIDO participated actively in all workshops and seminars related to the elaboration of the UNSDCF, including technical and validation workshops, with the presence of national counterparts as well as technical and financial partners, that led to the adoption of the UNSDCF's: (i) Results framework; (ii) Budgetary framework; (iii) Monitoring and evaluation framework; (iv) Partner and funds mobilization strategy; and (v) Configuration of the United Nations Country Team.

Throughout 2020, regular meetings were organized between the PCP Programme Manager/UNIDO Representative for Côte d'Ivoire and the United Nations Resident Coordinator to ensure coordination between the elaboration processes of the UN-

SDCF and the PCP. This contributed to the establishment of a specific “Inclusive and Sustainable Industrialization” component of the 2021-2025 UNSDCF, in line with the Pillars of the 2021-2025 National Development Plan. UNIDO and the Ministry of Trade and Industry are expected to lead the implementation of this component. UNIDO will also contribute to the other components of the UNSDCF related to PCP priority areas, namely: “Sustainable Agriculture”, “Management of Natural Resources”, and “Youth Empowerment”.

## 4. PROGRAMME-LEVEL RESULTS

### 4.1. COORDINATION AND GOVERNANCE

In 2020, the PCP’s coordination and governance structure was approved by the Government of Côte d’Ivoire, through agreement of the Prime Minister. The following coordination bodies are expected to be formally established, by Presidential Decree, and operationalized in 2021.

- **The PCP National Steering Committee (CNP-PCP in French).** The CNP-PCP will be chaired by the Prime Minister with the participation of Technical Ministries, Private Sector Association and UNIDO. The CNP-PCP will have a strategic role in the supervision and monitoring of the PCP. It will also provide strategic guidance to the PCP process and will guarantee the alignment of the PCP with national priorities and the 2021-2025 National Development Plan.
- **The National PCP Monitoring Committee** will be established under the CNP-PCP. It is chaired by the Minister of Trade and Industry and will also include Private Sector representatives and UNIDO. This Committee will have an operational role and will monitor implementation of the PCP on a more regular and operational manner.
- **A Technical Committee of Partners and Donors for ISID** will also be established under the supervision of the CNP-PCP to facilitate coordination and resource mobilization. This Technical Committee will be chaired by the Minister of Economy and Finance. The Minister of Trade and Industry, the Minister of Planning and Development, the Minister of the Budget, private sector organizations and financial and technical partners involved in ISID. The Partner and Donor Committee for ISID will support the implementation of the PCP Funds Mobilization Strategy.



## PCP NATIONAL STEERING COMMITTEE

Prime Minister of Côte d'Ivoire, Chair

**Role:** Leads the strategic guidance on the design, implementation and results of the PCP to ensure and maintain Côte d'Ivoire's leadership and ownership. Validates PCP Programme Document, PCP Annual Work Plans and Annual Reports.

**Composition:** Economic Office of the President of the Republic, relevant Ministers, Presidents of private sector organizations, UNIDO

## PCP NATIONAL MONITORING COMMITTEE

Ministry of Trade and Industry, Chair

**Role:** Monitor and coordinate the implementation of the PCP.

**Composition:** Representatives of relevant Ministries and national institutions, representatives of the private sector.

## TECHNICAL COMMITTEE OF PARTNERS AND DONORS FOR ISID

Ministry of Economy and Finance, Chair

**Role:** Coordinate and harmonize the interventions and the resources of Côte d'Ivoire's technical and financial partners and donors.

**Composition:** Representatives of the Prime Minister's Office, the Ministry of Trade and Industry, Ministry of Planning and Development, Ministry in charge of the budget, field representatives of multilateral partners, field representatives of bilateral partners, United Nations entities, representatives of the private sector and private sector associations, UNIDO.

## NATIONAL COORDINATOR

**Role:** Provide field-level support to coordinate the implementation and promote PCP Côte d'Ivoire interventions. Ensures Secretariat of the National coordination Body.



In 2020, the Government established a PCP National Task Force, while the aforementioned national coordination structures are awaiting formal establishment and operationalization. The PCP National Task Force is chaired by the Chief of Staff of the Ministry of Trade and Industry, and composed of senior staff of the Ministry, technical ministries, the private sector, and UNIDO.

From the month of February 2020, the PCP National Task Force met on a weekly basis. Its major achievements are the following :

- The elaboration of PCP Contingency Plans in the context of COVID-19;
- Work plans for the Programming Phase;
- Preparation of the Terms of Reference of the PCP National Steering Committee, PCP Monitoring Committee, Partner and Donor Committee for ISID, PCP National Coordinator, National experts to support the PCP Programming Team.
- Preparation of documentation for the attention of the Prime Minister for decision-taking;
- Agreement on PCP main priority areas;
- Mobilization of the Government's financial contribution to the Programming Phase;
- Establishment of a Task Force for the preparation of the PCP Launching Ceremony that agreed on the Terms of Reference of the Ceremony, budget and organizational modalities;
- Preparation of the PCP Diagnostic;
- Follow-up of the PCP Diagnostic;
- The recruitment of the National Experts;
- The organization of the meetings with the UNIDO PCP Programming Team;
- The activities of the programming phase that will be covered by the financial contributions of the Government, which includes the organization of sensitization/validation events, and the recruitment of national experts and consultants in specific areas to support the PCP Programming Team.

The National Task Force enabled consultations with the main counterparts and stakeholders on issues of PCP alignment with national priorities and sectoral programmes, involvement and role of stakeholders in PCP coordination bodies, agreement on a consultation mechanism for the PCP diagnostic and programming phase, financial contributions of the Government for the programming and implementation phases, and the PCP Resource Mobilization Strategy, among others.

#### **4.2. PARTNERSHIPS AND RESOURCE MOBILIZATION**

A consensus was reached with the Government and private sector organizations to establish, under the supervision of the PCP National Steering Committee, a Technical Committee of Partners and Donors for ISID. The Committee will be chaired by the Minister of Economy and Finance. The objective of this Committee will be to propose measures, policies and mechanisms to facilitate the mobilization and coordination of the three streams of financial resources that are development assistance, public finance, business sector investment – under the leadership of the host government. UNIDO supported the Government in drafting an ISID Funds Mobilization Strategy that will be implemented during the programming and implementation phases of the PCP.

As part of the development of the Strategy, UNIDO initiated a Partner Mapping exercise, and consultations were held with UN entities and the Office of the Resident Coordinator, and the main technical and financial partners to ensure alignment and synergies of the PCP with national and partners interventions.

In terms of national resource mobilization, the Government has committed an amount of Euro 120,000 to support the programming phase of the PCP, while also pledging to allocate national resources to the implementation phase.

#### **4.3. RESULTS OF PCP ADVISORY SERVICES**

In 2020, UNIDO conducted a Country Diagnostic to identify the main opportunities and bottlenecks for advancing ISID and provide a baseline for programme development. The Diagnostic resulted in a report, outlining : (i) the alignment of the PCP with the NDP and the UNSDCF; (ii) the priority areas of interventions of the PCP; (iii) the priority sectors and; (iv) the key bottlenecks affecting the business environment. The Diagnostic is expected to be validated by the Government of Côte d'Ivoire in 2021, and is supporting the development of the Programme Document and related technical interventions.

In the context of the Diagnostic, several consultations took place with the Government and the national private sector on areas related to industrial policy, including the implementation and monitoring of ISID policies, criteria for the selection of priority areas, integration of productivity, skills development, innovation and competitiveness in a coherent industrial development strategy, regional integration, and the role of the private sector in industrial development.

UNIDO also contributed to discussions on COVID-19 recovery policies and strategies, especially related to the manufacturing sector, as part of the “Groupe de Coordination pour la Riposte COVID-19”, a platform established by the Government to coordinate support provided by technical and financial partners to mitigate the impacts of the pandemic. In contribution, UNIDO produced a paper presenting the Organization’s COVID-19 related support services, including industrial policy recommendations and the COVID-19 Industrial Recovery Programme, which was discussed with the Ministry of Planning and Development, the Ministry of Small and Medium-sized Enterprises, and private sector associations.

#### 4.4. TECHNICAL COOPERATION RESULTS

At the end of 2020, the ongoing technical cooperation portfolio in the country amounted to 7 projects totaling \$ 8,979,426 (see Annex 1).

Ongoing projects will be integrated into the PCP and new initiatives developed according to the identified priority areas, building on the results of the Country Diagnostic, stakeholder consultations and programming, which is expected to be finalized in 2021.

## 5. RESPONSE TO COVID-19

UNIDO supported the Government’s efforts in addressing COVID-19, in particular through the preparation and implementation of the following initiatives:

- In the context of the joint UNDS efforts, the preparation of UNIDO proposals to accompany the Government’s Humanitarian, Social and Economic Response Plan to COVID-19.
- Preparation of a joint UNIDO-World Health Organization proposal for the production of personal protective equipment for submission to the United Nations COVID-19 Multi-Partner Trust Fund (MPTF).
- Preparation of a joint proposal by UNDP, FAO, UNESCO and UNIDO for submission to the United Nations COVID-19 MPTF aimed at supporting the Government’s Response Economic Recovery Plan. UNIDO’s expected contributions were in terms of industrial data and an industrial policy monitoring system.
- Implementation of the joint UNIDO, FAO, AUDA/NEPAD survey on the consequences of the COVID-19 pandemic for small and medium-sized enterprises in the food sector in selected African countries. Results for around 200 companies were collected. The policy recommendations that will emerge from the survey report will also contribute to PCP components.
- Implementation of the joint UNIDO-AfDB survey on the impact of the COVID-19 on industrial companies. Côte d’Ivoire is one of the eight countries selected to participate in the survey, which started in October 2020 and is due to finish in the first quarter of 2021. The target is to collect data from around 200 manufacturing companies and, based on the results, prepare a report with policy recommendations.

Furthermore, as part of the work of the PCP National Task Force, three PCP Contingency Plans were prepared and approved by the national counterparts. These plans covered areas related to PCP coordination and governance, partnerships and synergies, resource mobilization, and technical cooperation implementation and communication, and supported the Ministry of Trade and Industry in the implementation of related activities.

## 6. COMMUNICATION

The main communication activity initiated in 2020 was the organization of the PCP Launching Ceremony, which was expected to take place in 2020. In this connection, an Organizing Committee was established, under the chairmanship of the Chief of Staff of the Ministry of Trade and Industry and with the participation of the Director General of Industry, the Technical Advisor of the Minister of Trade and Industry, the Chief of the Communication Unit of the Ministry, the Executive Director and the Communication Director of the Private Sector organization and the UNIDO Representative. The Committee drafted Terms of Reference of the PCP Launching Ceremony, proposed a budget and prepared a list of participants, including from the ECOWAS region, which were approved by the Office of the Prime Minister. The measures implemented to prevent the spread of the COVID-19 pandemic, however, prevented the holding of the event in 2020. The launching ceremony will be organized in 2021, if conditions permit.

## 7. UPCOMING MILESTONES AND MAJOR RESULTS EXPECTED IN 2021

The PCP will finalize the programming phase in 2021 with the development of a full-fledged Programme Document, in view of commencing the implementation of technical activities in the identified priority areas. This also entails finalizing the integration of PCP components into the country's National Development Plan for 2021-2025, and the National Priority Investment Programme. The PCP will serve as the "industrial component" of the NDP; as such, the PCP's technical cooperation projects will contribute to the implementation of the Plan's industry-related strategic pillars. UNIDO will also ensure alignment of the PCP with the new UNSDCF starting implementation in 2021, including its component on ISID.

In terms of coordination and governance, UNIDO will support the Government in operationalizing the PCP's coordination mechanisms in 2021, namely the National Steering Committee, the Monitoring Committee, and the Partner and Donor Committee for ISID. Annual financial contributions from the Government to the PCP's implementation phase are expected to be secured through an Industrial Development Fund agreement with UNIDO.

The Government and UNIDO also agreed to establish a "Joint Resource Mobilization Task Force", composed of the Ministry of Trade and Industry, the Ministry of Economy and Finance, and UNIDO. The Task Force will design and finalize proposals for the PCP resource mobilization strategy, and convene technical and financial partners to discuss synergies between their respective programmes and the priority areas of the PCP, in view also of the establishment of the Partner and Donor Committee for ISID. To support the Government in such partnership and resource mobilization efforts, UNIDO will finalize the partner mapping exercise and its action plan.

## 8. ANNEX 1: PCP PORTFOLIO OVERVIEW – UNIDO TC

UNIDO's ongoing projects in Côte d'Ivoire will be integrated into the PCP and new ones developed according to the priority areas, building on the results of the Country Diagnostic, stakeholder consultations and the finalization of programming in 2021.

ERP ID	PCP component or cross-cutting area	Ongoing project / sub-programme title	Donor	Funding (US\$)
150083	Supporting the development of a circular economy through innovation and entrepreneurship	Abidjan integrated sustainable urban development	GEF	1,049,216
120512		Montreal Protocol activities: CFC and HCFC Phase out management plans (Stage I)	EU	920,000
190401		HCFC phase-out management plan (stage II)	Montreal Protocol	20,000
150266		Sound management of unintentional persistent organic pollutants (POPs) and polychlorinated biphenyl ethers (PBDEs) to reduce their emission from the industrial waste sector	GEF	5,325,000
150434		Promote the sustainable industrial production in the agro-food sector through the use of renewable energy applications and low-carbon technologies	GEF	1,000,000
200034		Preparatory Assistance Programme for Country Partnership (PCP) for Côte d'Ivoire: «Inclusive and Sustainable Industrialization Programme in Côte d'Ivoire»	Partnership Trust Fund - China	205,210
ERP ID	PCP component or cross-cutting area	Ongoing regional project / sub-programme title	Donor	Funding (US\$)
170095	ISID governance, competitiveness and innovation	West Africa Competitiveness Programme (Total budget: US\$6,453,375 for 15 countries)	EU	460,000

<b>Total</b>			<b>US\$ 8,979,426</b>
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ERP ID	PCP component or cross-cutting area	Pipeline project / sub-programme title	Potential donor	Estimated funding (US\$)
200321	ISID in selected rural areas and territories through selected value chains	Scaling up Cocoa-based Food Systems, Land Use and Restoration / Transformative Innovations in Côte d'Ivoire (SCOLUR-CI)	GEF	344,000

For more information, please scan the QR Code to  
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