



International Partnership
for Hydrogen and Fuel Cells
in the Economy

Launch Webinar: IPHE Database of Hydrogen Job Roles and Skills and Skills Needs Assessment Guidance Document

23 September 2025

IPHE H2Skills Task Force

Launch Webinar: IPHE Database of Hydrogen Job Roles and Skills and Skills Needs Assessment Guidance Document



Item	Time
Welcome and Introduction to the IPHE	15:00 - 15:10
Introduction to the IPHE H2 Skills Task Force	15:10 – 15:15
Presentation of outputs (publication 1 and database)	15:15 – 15:50
Panel discussion Sharing of international perspectives and insights on skills needs assessments and workforce estimation by task force members and authors of skills needs assessments.	15:50 – 16:30
Q&A session (via webinar Q&A function)	16:30 - 16:55
Thank you and closing	16:55 - 17:00

- **Recording:** This webinar is being recorded.
- **Microphones:** Please keep microphones muted unless invited to speak.
- **Questions:** Use the Q&A function for questions at any time. We'll address them during the Q&A segment.
- **Chat:** Please use the chat respectfully for relevant comments and networking.
- **Technical issues:** If you experience connection problems, try rejoining via the Zoom link.



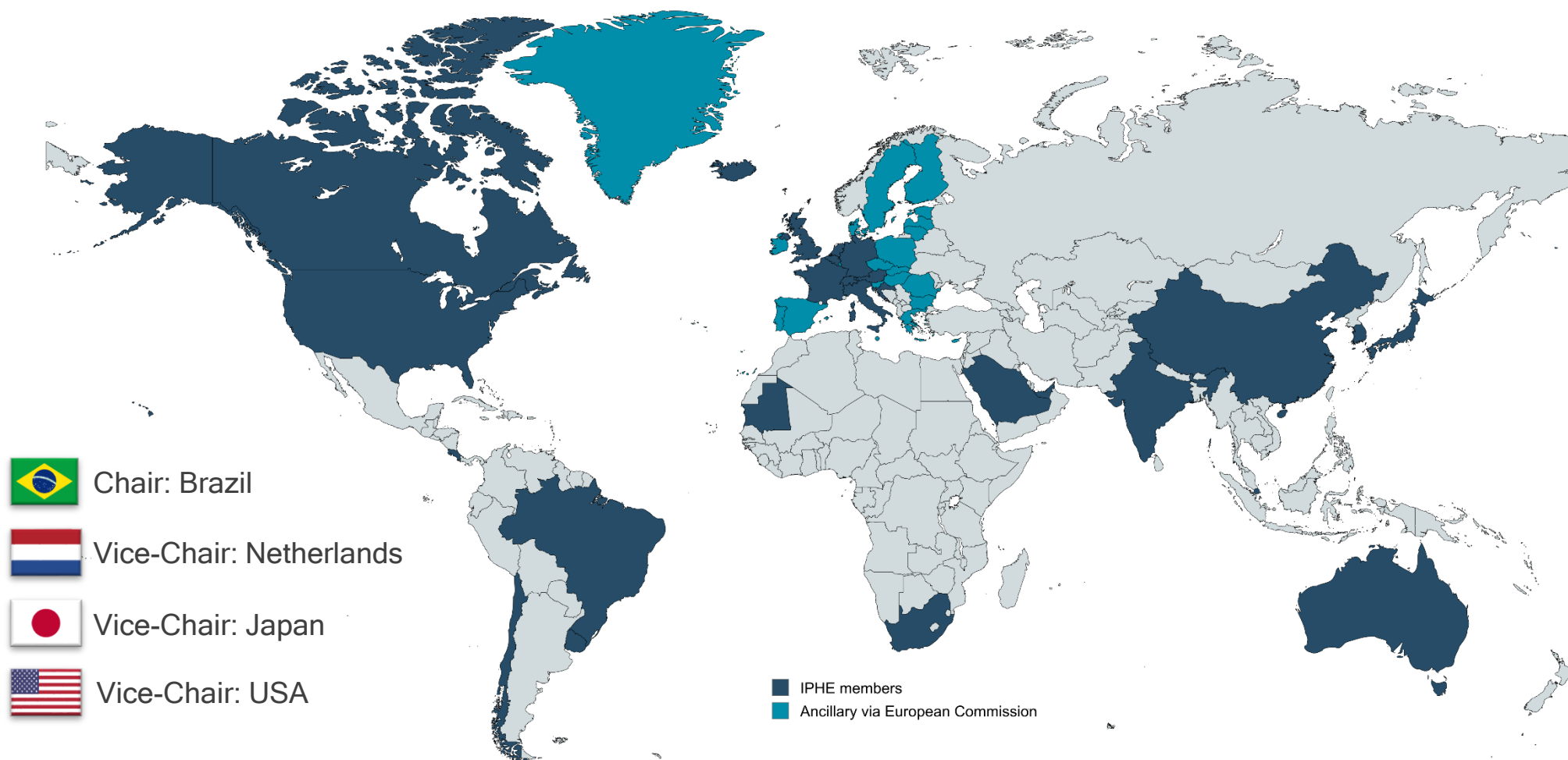
Introduction to the IPHE




Laurent Antoni
Executive Director



International Partnership
for Hydrogen and Fuel Cells
in the Economy

IPHE: A Government-to-Government Partnership



-  Chair: Brazil
-  Vice-Chair: Netherlands
-  Vice-Chair: Japan
-  Vice-Chair: USA

26 Countries & European Commission | Founded in 2003



IPHE priorities: Share



Early Career network & Diversity, Equity, Inclusion, Accessibility platform

Early Career Network



An IPHE initiative counting 500+ members from 40+ countries, aiming at connecting the next generation of scientific researchers, industry experts and government leaders with peers, mentors and potential employers.

Free registration: early.career@iphe.net

Diversity, Equity, Inclusion, Accessibility platform



A platform propelled by IPHE, aiming at creating a hydrogen and fuel cell economy that reflects the diversity of our global society and ensures equal opportunities for all. It includes a dedicated online mentoring platform.

Free registration: <https://www.pushfar.com/>

IPHE priorities: Provide



It's in IPHE's DNA to monitor information, perform gap analysis and subsequently produce and publish reports, databases, etc.

Most of this work is done within our **Working Groups** and **Task Forces**. They are platforms where IPHE members can meet to discuss and work together. Each group is co-led by at least two members of IPHE.

There are currently 2 Working Groups (WG) and 5 Task Forces (TF), addressing transversal and non-technological issues, with a global perimeter:



RCS &
Safety
WG



Education &
Outreach
WG



H2
Environment
al Impact
Analysis
TF



Certification
Mechanisms
TF



Trade Rules
TF



Maritime
TF



Permitting
TF



Bulk Storage
TF

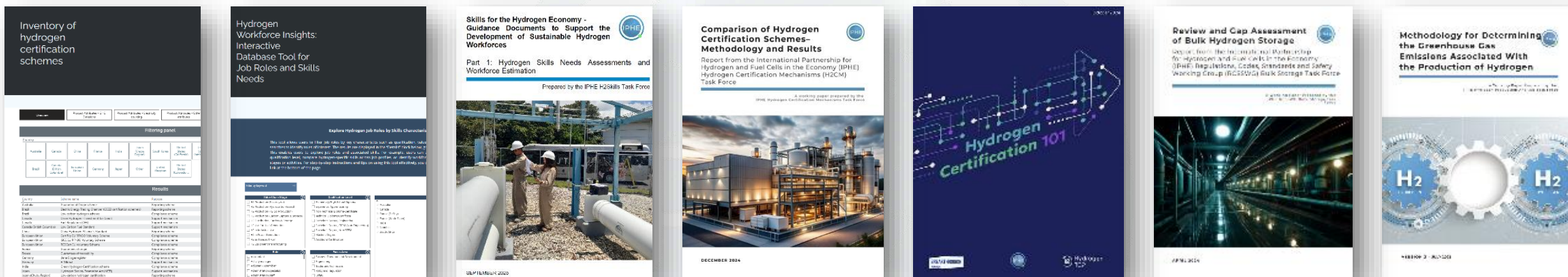


Skills
TF

IPHE priorities: Provide



All documents produced by the task forces and working groups of IPHE stem from government-to-government exchanges and work **exclusively**. They are **publicly available**. They are often presented through dedicated webinars.



The IPHE Secretariat maintains database listing **national hydrogen strategies** and technology **deployments** as well.

All resources are available here: <https://www.iphe.net/intelligence>

Introduction to the IPHE Skills Task Force

Lauren Basson
Task Force Co-lead



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Task Force Goals

- **Goal:**

- To enable countries to **streamline hydrogen skills development efforts**
 - through **knowledge sharing** to develop a **database of hydrogen value chain skills**, and
 - **providing guidance**, in particular for new adopters, for **building the foundation of a sustainable hydrogen workforce**.

- **Longer term goal:**

- To enable countries to
 - **coordinate and integrate hydrogen skills development efforts**
e.g. standardise training, share training facilities, enable student/workforce mobility, enable international accreditation

Membership



Co-leads

 Costa Rica
Franklin Chang-Diaz
Ad Astra Rocket Company

 South Africa
Lauren Basson
GreenCape
Sector Development Agency

IPHE Secretariat

Laurent Antoni
Executive Director
Michael Diderich
Project Officer

Members



Brazil *Rosana Domingues*



Canada *Olumoye Ajao*
Natural Resources Canada
Experts:
Trevor Rous
Jillian Townsend
Natural Resources Canada



EU *Dominik Richter*
Hydrogen Europe Research



South Africa *Khavharendwe Rambau*
Department of Science and Innovation
Experts:
Mamphokhu Khuluvhe
Department of Higher Education and Training
Tshwanelo Rakaibe
Council for Scientific and Industrial Research (CSIR)
Aradhna Pandaram
Impact Catalyst



USA *Akeelah Harrell*
Department of Energy



Uruguay *Gastón Ellis Boido*

Observers



Germany
NOW GmbH



UK
Department of
Energy Security and Net Zero



Task Force Outputs



Online Job Role Database

- Centralised resource listing job roles and associated skills-related information from published skills needs assessments globally
- Status: Published
- Launched: September 2025



Publication 1: Skills needs assessments and workforce estimation

- Showcases approaches used internationally to identify hydrogen skills needs and estimate future workforce requirements.
- Status: Published
- Launched: September 2025



Publication 2: Training and dissemination

- Highlights international approaches and initiatives for training and knowledge-sharing in the hydrogen sector.
- Status: In progress
- Launch: October 2025



Publication 3: Workforce development

- Provides guidance on building the hydrogen workforce, with a focus on DEIA, youth, unskilled workers, and transitions.
- Status: In progress
- Launch: January 2025

Overview of Publication 1: Hydrogen Skills Needs Assessments and Workforce Estimation

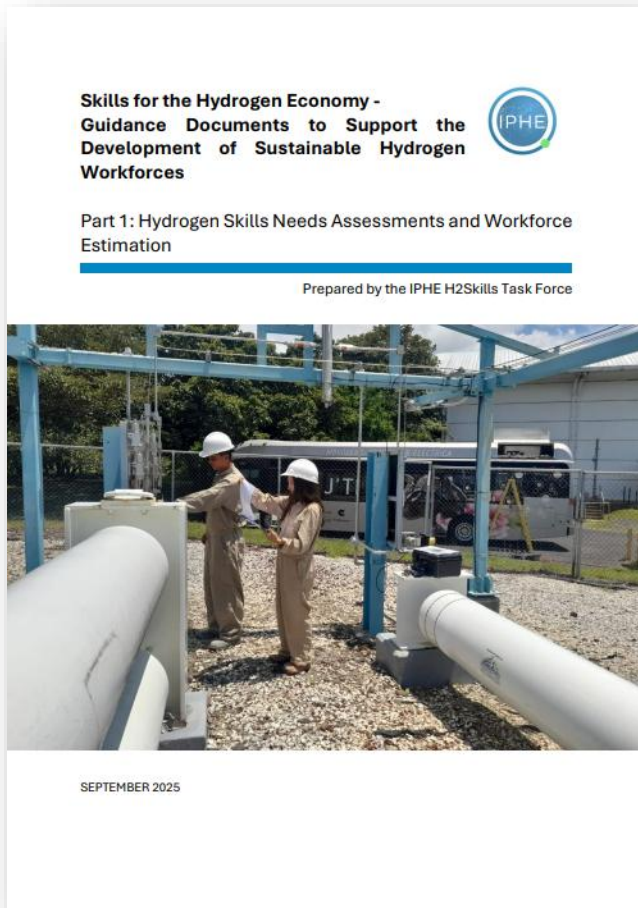
Nyawasedza Magoda

Task Force Team



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Motivation and approach



Goal

- To support stakeholders in commissioning, designing, delivering and interpreting hydrogen skills needs assessment and workforce estimation studies.

Approach

- Share international case studies and methodological insights
- Identify methodological needs and knowledge gaps that could be addressed through international research, development and collaboration

Methodology

- Member survey and desktop research
- Interviews and knowledge sharing sessions

Why do a hydrogen skills needs assessment and workforce estimation?

Hydrogen skills needs assessments and workforce estimations enable countries and regions to:

-  identify critical occupations and skills
-  forecast future workforce demand
-  support education and training alignment
-  enable strategic workforce planning
-  support policy and funding decisions
-  enable safe and efficient deployment of hydrogen

Hydrogen skills needs assessments



- Approaches taken by different countries / regions vary
- Typical steps undertaken

Key Steps		Cross-Cutting Activities	
Scoping and value chain mapping	Literature and data review	Industry and stakeholder engagement	
Occupation and job role identification			
Skills mapping			
Education and training system analysis			
Workforce quantification and scenario modelling			
Talent bottlenecks and transition opportunities/needs			
Diversity, equity, inclusion and access considerations			
Conclusions and strategic recommendations			

- Specific steps depend on context and objectives; not all studies will include all of these
- Report provides
 - Description of each step and associated methodological choices
 - Case study examples to illustrate the information and insights that can be generated
 - Summaries of 18 skills needs assessments done across the globe (12 detailed, 6 brief, in appendices)

Hydrogen skills needs assessments

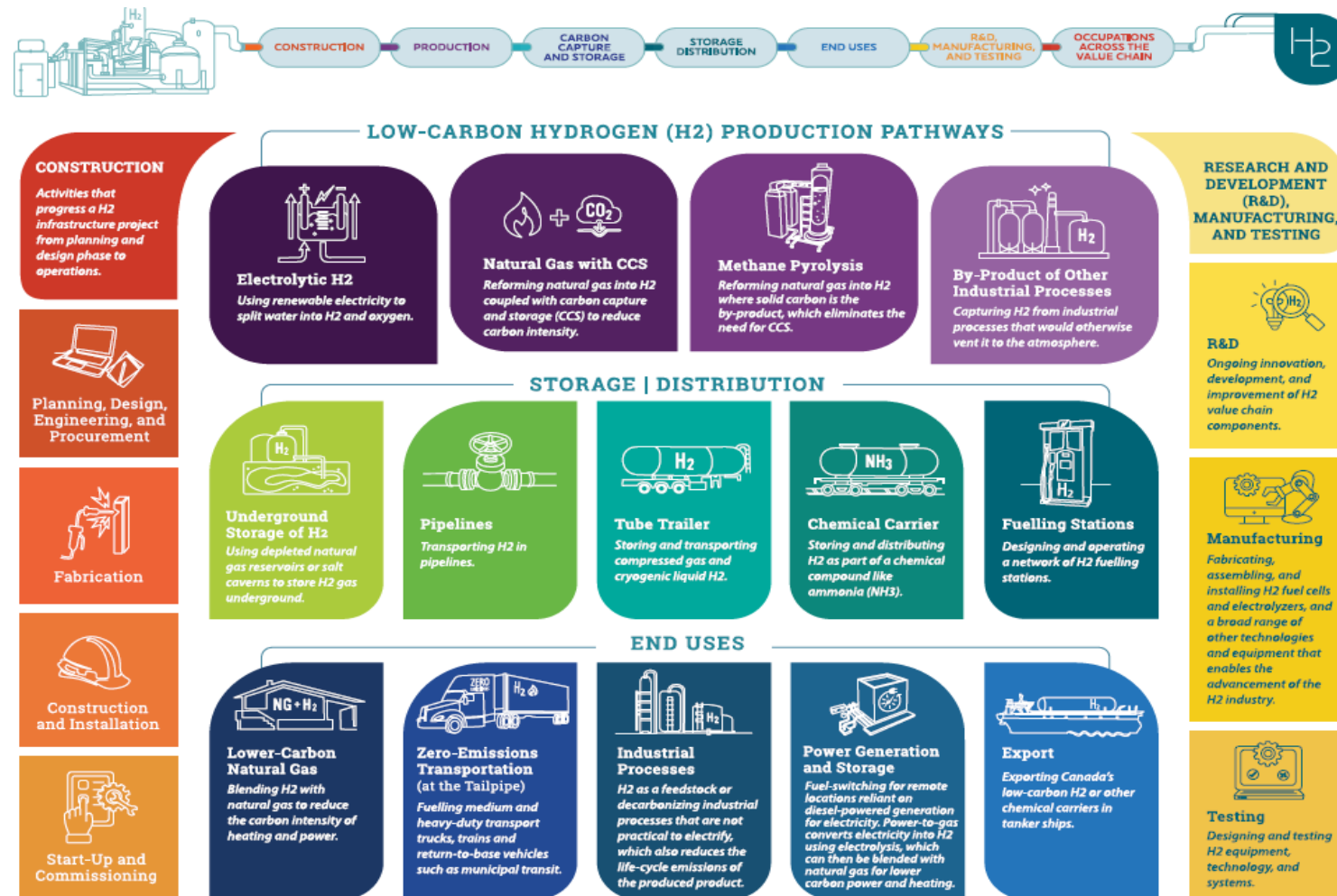


Scoping and value chain mapping

Example that reflects:

- primary and supporting components of the hydrogen value chain
- project phases, and activities

(British Columbia, Canada, 2024)



- Approaches taken by different countries / regions vary

Approach	Methodology	Application (simplified)
Macroeconomic models	Computable general equilibrium	What are the net economy-wide effects of hydrogen and renewables?
	National input-output	In which sectors of the country will there be jobs?
	Regional / multi-regional input-output (MRIO)	Where are the job benefits — locally or in supplier countries?
Employment factor	Input or output-based or capacity-based	How many jobs will X GW hydrogen create?

- Choice of approach: dependent on objectives - economy-wide vs more specific to hydrogen sector
Choice of methodology: technical complexity, data availability, need for analytical depth etc.
- Country case studies to illustrate main features, advantages and limitations of different methodologies
- A number of methodological challenges highlighted
 - some general to all workforce estimation (e.g. linear, static, data intense etc.)
 - others specific to / compounded by hydrogen:
fast-evolving, multi-sector industry; relative maturity of sector in different countries

Selected insights: Commissioning and delivering hydrogen skills needs assessments



Planning & Scope



- Set clear goals and scope from the start
- Ensure insights are context-specific and actionable
- Choose workforce estimation methods suited to the information needed
- Allow adequate time and budget to deliver robust assessments

Stakeholders



- Engage stakeholders early and keep them involved throughout
- Validate findings with stakeholders to build understanding of findings and to enable effective implementation

Coverage & Roles



- Reflect the unique situation of each region or country
- Include enabling environment roles (policymakers, regulators, financiers) alongside technical roles
- Assess both accredited and non-accredited training pathways

Execution & Communication



- Communicate assumptions, data limits, and methods clearly
- Interpret and communicate workforce estimates carefully
- Use multidisciplinary expertise to strengthen analysis and recommendations
- Plan for periodic updates of workforce estimates

Selected insights: Hydrogen skills needs assessment methodological challenges and gaps



Occupational classifications

- Frameworks do not capture hydrogen roles fully, especially for renewable and low-carbon hydrogen
- Potential intervention: agreed reference set of occupations

Training and skills data

- Hydrogen content hidden in general qualifications
- Inconsistent terminology
- Potential intervention: standardised skills descriptions

Workforce estimation methodologies

- Limited country-specific data
- Methodologies and data needed to capture industry dynamics
- Capacity building needed for use and interpretation

Selected insights: Hydrogen skills and workforce development emergent from skills needs assessments done internationally



Occupations & Skills

- No entirely new occupation, but some occupations and specific roles may be new in certain countries
- Needs vary depending on existing industries and maturity of the hydrogen economy
- Many existing occupations will need various degrees of hydrogen-specific skilling



Workforce Development

- Clean energy sectors share foundation skills → both competition and flexibility
- Investing in strong foundation skills is a robust strategy for workforce development for hydrogen value chain and other clean energy sectors



Training

- Training currently led mainly by industry (not unexpected for emerging and developing industry)
- Embedding hydrogen skills in formal education for skills development at scale
- Short courses and micro-credentials address immediate needs and enable worker transitions → builds foundation for more formal, accredited training

*These are **general insights** and should **not be assumed to be and acted upon as universal**.*

*A **region/country specific skills needs assessment** is needed to inform **appropriate region/country-specific interventions** for skills and workforce development.*

Further work



Scope: not a detailed comparison of hydrogen occupations, job roles or skills sets

Potential value in developing a reference list (e.g. for updating occupational classification systems or developing universal skills frameworks)

Would require multidisciplinary expertise and collaboration (incl. skills experts, industry, educators)

Job roles and skills database is intended as an input to such an endeavour



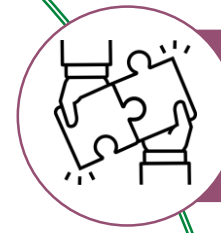
Hydrogen Job Roles Database Tool

Christina Louw
Task Force Team



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- Centralised resource listing job roles and associated skills-related information from published skills needs assessments globally
- Key features:
 - Explore job roles by qualification requirements, hydrogen-specific skills, value chain stage, and other characteristics.
 - Map job roles across multiple studies to compare scope, characterisation, and workforce needs.
- Target audience includes:
 - Government officials responsible for workforce planning, policy- and funding decision making, education and training
 - Education and training providers, accreditation and certification bodies
 - Government officials and organisations commissioning and executing hydrogen skills needs assessments



Allow for easy comparison of dispersed data from different sources



Enable new entrants to hydrogen economy to identify skills and workforce requirements



Checking for consistencies and equivalencies between datasets for verification and opportunities for standardisation



Provides foundation for possible exhaustive/definitive dataset of roles, occupations, and hydrogen-related skills and competencies in hydrogen economy



Australia

"Developing Australia's Hydrogen Workforce"



Canada

"Assessing the Workforce Required to Advance Canada's Hydrogen Economy" and the accompanying "Hydrogen Workforce Assessment Tool"



France

"Developing employment and training for the hydrogen sector. Anticipating needs and preventing challenges in a rapidly growing sector" (In French. Original title: "Développer l'emploi et les formations pour la filière hydrogène Anticiper les besoins et prévenir les difficultés d'une filière en fort développement")

"Skills and professions of the hydrogen sector: Planning ahead to successfully develop an industry of strategic importance"



India

"Skill Gap Assessment Across Green Hydrogen Sector in India"



Namibia

"Enhancing Employability: Skills Needs and Gap Analysis in Namibia's PtX Sector and Recommendations for a Skills Development Programme"



South Africa

"Identification of Skills Needed for the Hydrogen Economy"

Data Transformation and Handling



Core Occupation	Typical Qualifications (min)	Key Activities
Electrical engineer	<p>Bachelor's Degree: Electrical Engineering</p> <p>Experience with renewable energy is preferable including knowledge of associated codes and standards.</p>	<ul style="list-style-type: none">• Provide expertise and leadership in the equipment specification and selection as it relates to high power rectification, harmonic filtering, high voltage and medium voltage distribution equipment for industrial processes• Optimise Rectification arrangement for Electrolyser plants required for conversion of alternating current (AC) to direct current• Provide technical guidance on applicable codes, standards and project design• Participate in Root Cause and Failure Analysis (RCFA)



Filter by Keyword

Value Chain Stage

- ☐ H2 Production (Electrolyser)
- ☐ H2 Production (Hydrocarbon-Based)
- ☐ H2 Production (H2 Co-Production)
- ☐ H2 Production (Carbon Capture & Storage)
- ☐ H2 Distribution, Cables & Storage
- ☐ H2 Use for Heat Generation
- ☐ H2 in Industrial Use
- ☐ H2 in Power Generation
- ☐ H2 as Transport Fuel
- ☐ H2 Equipment Manufacturing

Role

- ☐ Activity manager
- ☐ Applications engineer
- ☐ Asset performance manager
- ☐ Automation & controls specialist
- ☐ Automation and control specialist
- ☐ Automation engineer
- ☐ BOP specialist
- ☐ Business & commercial development spec...
- ☐ Business developer / business manager
- ☐ Cathodic protection technician

Key Activities

- ☐ Business Operations
- ☐ Compliance
- ☐ Development, Design, and Construction
- ☐ Governance
- ☐ Operation & Maintenance
- ☐ Support Functions

Qualification Level

- ☐ Elementary/High School Diploma
- ☐ Experience, Apprenticeship
- ☐ Non-Technical Diploma/Certificate
- ☐ Technical Diploma/Certificate
- ☒ Bachelor's Degree, Engineering
- ☐ Bachelor's Degree, STEM (Non-Engineering)
- ☐ Bachelor's Degree, Non-STEM
- ☐ Master's Degree
- ☐ Additional Certification

Focus Area

- ☐ Business Operation and Development
- ☐ Engineering
- ☐ Trades and Technicians
- ☐ Policy and Regulation
- ☐ Safety
- ☐ Other

Data Contained

- ☐ Activities
- ☐ General Skills
- ☐ Hydrogen-Related Requirements
- ☐ Occupation Classification System
- ☐ Qualifications
- ☐ Recruiting Risks/Opportunities
- ☐ Skills Gap

Detail

- Data analyst
- Data engineer
- Data scientist
- Design engineer Electrical & instrumentation
- Design engineer Mechanical
- Design Mechanical
- Drilling & completion engineer
- Electrical & instrumentation engineer
- Electrical engineer

Typical Minimum Qualifications:

Bachelor's Degree: Electrical Engineering Experience with renewable energy is preferable including knowledge of associated codes and standards.

Key Activities:

Provide expertise and leadership in the equipment specification and selection as it relates to high power rectification, harmonic filtering, high voltage and medium voltage power distribution equipment for industrial processes Optimise Rectification arrangement for Electrolyser plants required for conversion of alternating current (AC) to direct current (DC) Provide technical guidance on application of codes, standards and project design criteria Participate in Root Cause and Failure Analysis (RCFA)

Unique Hydrogen Requirements:

Hydrogen properties, behaviour and potential hazards created Safety when working with or around hydrogen Knowledge of key high power electrical equipment associated with electrolyser produced hydrogen Optimise rectification arrangement for electrolyser plants

Potential Talent Risk/Opportunity:

Skills/knowledge industry transferability opportunity with other industrial infrastructure including power generation and cogeneration of oil & gas, chemical, petrochemical, pulp & paper, mining & minerals, etc. Experience with renewable electricity maybe more difficult to find.

Typical Minimum Qualifications:

Bachelor's Degree: Electrical Engineering

Click to Reset Page



Interactive Database Tool for Job Roles and Skills Needs



- 7 datasets with 693 roles and descriptions
- Users are able to filter roles according to:
 - Value chain stage
 - Qualification type
 - Role title
 - Key activity
 - Focus area
 - Data contained
 - Keyword search
- Designed to be readily updateable as new studies are published
- Available in online interactive - and downloadable Excel format (upon request via email)

IPHE International Partnership for Hydrogen and Fuel Cells in the Economy

Home Who we are What we do Intelligence Events News IPHE Members Area

Hydrogen Workforce Insights: Interactive Database Tool for Job Roles and Skills Needs

The IPHE website has been developed as an interactive database as a resource to support stakeholders in developing the emerging hydrogen workforce. The tool consolidates information from published hydrogen skills needs assessments and enables users to explore key job roles and their characteristics, including qualification requirements, skill gaps, hydrogen-specific competencies, and recruitment data and opportunities. It is intended to support authors of future skills needs assessments, as well as those involved in workforce planning, education and training development, and policy design.

Menu:

- Explore Hydrogen Job Roles by Skills Characteristics
- Main Job Roles Across Hydrogen Skills Studies
- More information & references

Explore Hydrogen job roles by Skills Characteristics

This tool allows users to filter job roles by key characteristics such as qualification, value chain stage, and to conduct keyword searches to identify roles of interest. The results are displayed in the 'Detail' block below, grouped according to the source country. This enables users to explore job roles and associated skills for example, users can search for roles requiring a particular qualification level, compare hydrogen-specific skills across job profiles, or identify workforce needs linked to specific value chain stages or activities.

Filter by keyword

Click to Reset Page

Value Chain Stage

- ☐ H2 Production (Electrolyzer)
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- ☐ H2 Distribution, Carriers & Storage
- ☐ H2 Use for Heat Generation
- ☐ H2 in Industrial Use
- ☒ H2 in Power Generation
- ☐ H2 as Transport Fuel
- ☐ H2 Equipment Manufacturing

Qualification Level

- ☐ Elementary/High School Diploma
- ☐ Experience, Apprenticeship
- ☐ Non-Technical Diploma/Certificate
- ☐ Technical Diploma/Certificate
- ☐ Bachelor's Degree, Engineering
- ☐ Bachelor's Degree, STEM (Non-Engineering)
- ☒ Bachelor's Degree, Non-STEM
- ☐ Master's Degree
- ☐ Additional Certification

Role

- ☐ Administration specialist
- ☐ Business developer
- ☐ Business developer / business manager
- ☐ Chief operating officer
- ☐ Chief technical officer
- ☐ Commercial / account manager
- ☐ Communications and marketing specialists
- ☐ Communications manager
- ☐ Contract manager
- ☐ Economic modelling specialist

Focus Area

- ☐ Business Operation and Development
- ☐ Engineering
- ☐ Policy and Regulation
- ☐ Safety
- ☐ Other

Key Activities

- ☐ Business Operations
- ☐ Compliance
- ☐ Development, Design, and Construction
- ☐ Governance
- ☐ Operation & Maintenance
- ☐ Support Functions

Data Contained

- ☐ Activities
- ☐ General Skills
- ☐ Hydrogen-Related Requirements
- ☐ Occupation Classification System
- ☐ Qualifications
- ☐ Skills Gap

Detail

- Australia
- Canada
 - Environment, Social, Governance (ESG) analyst
 - Environment, Social, Governance (ESG) leader
 - Environmental specialist
 - Government relations specialist
 - Indigenous relations specialist

Typical Minimum Qualifications:

Multiple pathways to this career:
Bachelor's Degree in First Nations and Indigenous Studies, Political Science, Business Administration, Public Administration, Law, Natural Resources Management, or other related field
A combination of related education and Indigenous relations experience Cultural competency including an understanding of colonization, decolonization, land and governance issues

Key Activities:

Establish and lead development of strategic Indigenous engagement
Develop and maintain constructive, authentic, and collaborative relationships with Indigenous communities and businesses
Advise leadership to ensure Indigenous relations principles, stakeholder engagement strategies, and negotiated commitments are integrated across the company including approach to major projects
Identify mitigation or avoidance strategies for social risks related to Indigenous peoples
Support company interactions with Indigenous communities in relation to major project development, regulatory processes, environmental management, archaeological resource management, etc.
Advise on Indigenous local content and procurement strategies
Drive company culture around Indigenous Peoples understanding and inclusion

- Regulatory analyst and compliance specialist
- Stakeholder engagement and communications specialist
- Sustainability specialist
- France (White Paper)
- South Africa

Database tool: Explore Hydrogen Job Roles by Skills Characteristics

Example: Value Chain Stage and Type of Qualification



Filter by keyword →

Value Chain Stage

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Qualification Level

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Australia

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Drive company culture around Indigenous Peoples understanding and inclusion

Regulatory analyst and compliance specialist

Stakeholder engagement and communications specialist

Sustainability specialist

France (White Paper)

South Africa

Select value chain stage

Select type of qualification

Country datasets with the value chain stage and roles requiring the type of qualification

Relevant job roles in country dataset

Details on qualifications, specific skills etc.

Database tool: Map of Job Roles Across Hydrogen Skills Datasets



Search via
keyword
including
wildcard
searching
(e.g. elec*)

Filter by job
role

Filter by keyword →

Role
<input checked="" type="checkbox"/> Select all
<input checked="" type="checkbox"/> Accountant
<input checked="" type="checkbox"/> Activity Manager
<input checked="" type="checkbox"/> Adjuster / Assembler
<input checked="" type="checkbox"/> Administration Specialist
<input checked="" type="checkbox"/> Administration Staff
<input checked="" type="checkbox"/> Administrative Manager
<input checked="" type="checkbox"/> Air Conditioning Technician
<input checked="" type="checkbox"/> Applications Engineer
<input checked="" type="checkbox"/> Architectural Engineer Specializing In Ele...
<input checked="" type="checkbox"/> Architectural Metalworker
<input checked="" type="checkbox"/> Artificial Intelligence Specialist
<input checked="" type="checkbox"/> Assembling Labourer
<input checked="" type="checkbox"/> Assembly Fitter / Cable Installer / Assem...
<input checked="" type="checkbox"/> Assembly Technician
<input checked="" type="checkbox"/> Assembly Technician (Production Worker)
<input checked="" type="checkbox"/> Asset Performance Manager
<input checked="" type="checkbox"/> Atex Equipment Repairer

Overview of roles in
different country
datasets

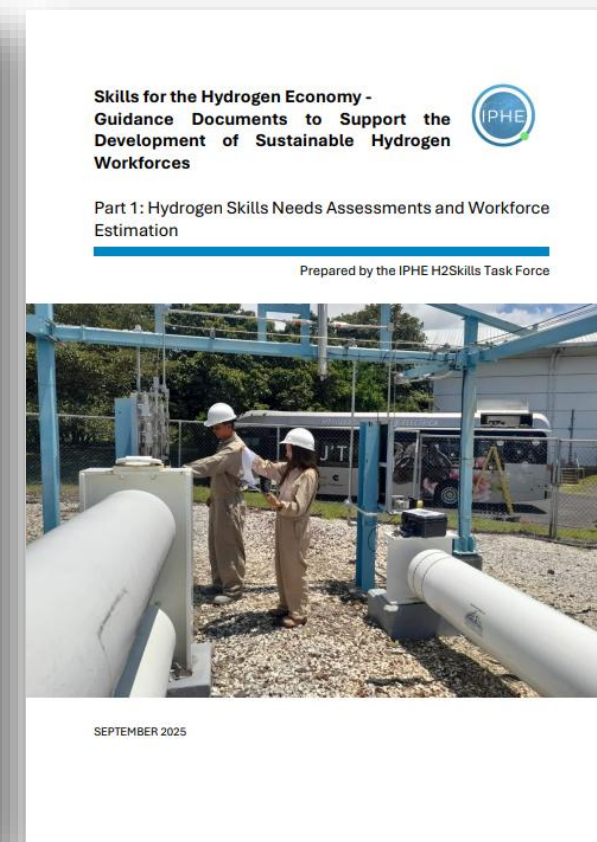
Role	Australia	Canada	France (DefHy)	France (White Paper)	India	Namibia	South Africa
Automotive Electric Vehicle Technician	✓						
Automotive Electrician	✓						
Boiler Maker			✓	✓		✓	
Bop Specialist							✓
Bus, Coach Driver				✓			
Bus, Coach Driver			✓				
Business & Commercial Development Specialist		✓					
Business And Technology Manager Development Ma...							✓
Business Developer							✓
Business Developer / Business Manager				✓			
Business Developer / Manager			✓				
Business Development Head					✓		
Business Development Manager					✓		
Caretaker							✓
Cathodic Protection Technician		✓					
Cavern Engineer		✓					✓
Certifier			✓	✓			
Chemical / Process Engineer		✓					
Chemical Engineer	✓		✓	✓		✓	✓
Chemical Laboratory Technician							✓
Chemical Process Technician							✓
Chemical Technician			✓	✓			
Chemist						✓	
Chief Development				✓			

User guide

- How-to guide for using the tool
- Troubleshooting advice
- FAQs
- Details for feedback, support request for Excel version of data

Additional resources provided:

- Download all datasets in Excel (link to email request to Secretariat)
- Contextual information on datasets
 - References
 - Summaries
- Skills needs assessment publication
- Other taskforce deliverables (as these become available)



Concluding remarks



Looking Ahead: Using Task Force Deliverables

Updated as
new datasets
are generated

Explore and
use the Job
Role Database

Catalyse
dialogue
across
industry,
education and
training,
government

Support
improved job
role and skills
inventories

Strengthen
alignment for
current &
future
hydrogen
needs

Panel Discussion

Moderator: Lauren Basson



International Partnership
for Hydrogen and Fuel Cells
in the Economy

“Sharing of international perspectives and insights on skills needs assessments and workforce estimation by task force members and authors of skills needs assessments.”

Pat Hufnagel-Smith

Partner, Creative Links Inc (*Canada*)

Franklin Chang-Díaz

CEO, Ad Astra Rocket Company; President, Strategy for the 21st Century; Co-lead, IPHE Hydrogen Skills Task Force (*Costa Rica*)

Tshwanelo Rakaibe

Senior Researcher, CSIR (*South Africa*)

Gastón Ellis Boido

Ministry of Industry, Energy and Mining (*Uruguay*)

Smeeta Fokeer

Industrial Development Officer, UNIDO

Thank you



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