

# Appendices

## CONTENTS

- A. Operational statistics
- B. Project approvals under voluntary contributions
- C. Technical assistance to least developed countries (LDCs)
- D. Programmable funds
- E. Programme for Country Partnerships (PCP)
- F. Appointments of Individual Service Agreement (ISA) holders
- G. Agreements and other Arrangements concluded by UNIDO in 2019
- H. Country promotion presentations/seminars organized by Investment and Technology Promotion Offices (ITPOs) in 2019
- I. Field representation
- J. Overview of UNIDO workforce
- K. Industrial statistics

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## APPENDIX A

### OPERATIONAL STATISTICS

#### *List of tables*

- 1A. Expenditure on technical cooperation activities, 2016 to 2019
- 1B. Expenditure on technical cooperation activities in 2019 by donor
2. Technical cooperation activities: Value of net project approvals and expenditure, 2016 to 2019
- 3A. Technical cooperation activities: Net project/grant approvals in 2018 and 2019 by major donor
- 3B. Technical cooperation activities: Value of net project approvals in 2019 by major donor and geographical area
4. Expenditure on technical cooperation activities in 2018 and 2019 by major donor and project component
5. Expenditure on technical cooperation activities in 2019 by thematic and geographical areas
6. Expenditure on technical cooperation activities by geographical area, 2016 to 2019
7. Expenditure on technical cooperation activities in 2019 by geographical area
8. Regular and operational budget expenditure by programme and object of expenditure in 2019

*Table 1A*  
*Expenditure on technical cooperation activities,<sup>a</sup> 2016 to 2019*

	2016	2017	2018	2019	%
(In thousands of US dollars)					
Technical cooperation activities					
Member States <sup>b</sup>	58,858	68,669	62,894	61,597	32.4%
Global Environment Facility (GEF)	49,261	55,386	59,152	55,250	29.0%
Montreal Protocol (MLF)	27,902	28,460	26,773	34,208	18.0%
European Union (EU)	25,861	33,986	19,635	21,329	11.2%
Other countries <sup>c</sup>	3,231	4,806	7,447	5,742	3.0%
RPTC and SRA <sup>d</sup>	4,980	5,986	5,618	4,800	2.5%
United Nations agencies <sup>e</sup>	6,836	6,073	5,178	5,479	2.9%
Other donors, IFIs and private sector <sup>f</sup>	2,124	2,420	2,967	1,854	1.0%
Total technical cooperation activities	179,053	205,786	189,664	190,259	100.0%

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Table 1B*  
*Expenditure on technical cooperation activities<sup>a</sup> in 2019 by donor*  
*(in thousands of US dollars)*

<i>Member States<sup>b</sup></i>		<i>%</i>
Austria	2,763	1.5%
Bahrain	1,308	0.7%
Burkina Faso	413	0.2%
Burundi	156	0.1%
China	1,762	0.9%
Colombia	61	0.0%
Côte d'Ivoire	(3)	0.0%
Czechia	51	0.0%
Democratic Republic of the Congo	803	0.4%
Ethiopia	31	0.0%
Finland	581	0.3%
Germany	2,737	1.4%
Guinea	488	0.3%
India	942	0.5%
Indonesia	45	0.0%
Iran (Islamic Republic of)	448	0.2%
Israel	29	0.0%
Italy	7,101	3.7%
Japan	13,419	7.1%
Kuwait	92	0.0%
Lebanon	12	0.0%
Luxembourg	(2)	0.0%
Morocco	1,053	0.6%
Niger	9	0.0%
Nigeria	340	0.2%
Norway	1,819	1.0%
Oman	538	0.3%
Pakistan	374	0.2%
Panama	23	0.0%
Poland	28	0.0%
Republic of Korea	3,120	1.6%
Russian Federation	3,942	2.1%
Saudi Arabia	80	0.0%
Senegal	105	0.1%
Slovenia	76	0.0%
Spain	52	0.0%
Sudan	24	0.0%
Sweden	5,801	3.0%
Switzerland	8,047	4.2%

<i>Member States<sup>b</sup></i>		<i>%</i>
Turkey	53	0.0%
Uruguay	(1)	0.0%
Venezuela (Bolivarian Republic of)	378	0.2%
Zambia	12	0.0%
International	2,487	1.3%
	<b>61,597</b>	<b>32.4%</b>
<b>Global Environment Facility (GEF)</b>	<b>55,250</b>	<b>29.0%</b>
<b>Montreal Protocol (MLF)</b>	<b>34,208</b>	<b>18.0%</b>
<b>European Union (EU)</b>	<b>21,329</b>	<b>11.2%</b>
<b>Other countries<sup>c</sup></b>		
Australia	1,046	0.5%
Canada	1,743	0.9%
France	27	0.0%
United States of America	2,926	1.5%
	<b>5,742</b>	<b>3.0%</b>
<b>RPTC and SRA<sup>d</sup></b>	<b>4,800</b>	<b>2.5%</b>
<b>United Nations agencies<sup>e</sup></b>	<b>5,479</b>	<b>2.9%</b>
<b>Other donors, IFIs and private sector<sup>f</sup></b>	<b>1,854</b>	<b>1.0%</b>
<b>Total</b>	<b>190,259</b>	<b>100.0%</b>

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

*Table 2*  
*Technical cooperation activities:<sup>a</sup> Value of net project approvals and expenditure, 2016 to 2019*  
*(in millions of US dollars)*

	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019
					Member States <sup>b</sup>				Global Environmental Facility (GEF)				Montreal Protocol (MLF)			
Residual value of projects brought forward	361.2	392.9	404.4	418.9	84.3	88.0	79.5	79.4	158.9	189.3	225.0	223.2	59.9	70.3	64.4	69.1
Value of project budgets approved in the year (net)	210.8	217.3	204.2	154.7	62.6	60.1	62.8	70.7	79.7	91.2	57.3	28.2	38.3	22.5	31.5	16.0
Total of approved projects under implementation	572.0	610.2	608.6	573.6	146.9	148.1	142.3	150.1	238.6	280.5	282.3	251.4	98.2	92.8	95.9	85.1
Expenditure	179.1	205.8	189.7	190.3	58.9	68.7	62.9	61.6	49.3	55.4	59.1	55.2	27.9	28.4	26.8	34.2
Residual value of projects carried forward	392.9	404.4	418.9	383.3	88.0	79.4	79.4	88.5	189.3	225.1	223.2	196.2	70.3	64.4	69.1	50.9
	European Union (EU)				Other countries <sup>c</sup>				RPTC and SRA <sup>d</sup>				United Nations agencies <sup>e</sup>			
Residual value of projects brought forward	31.0	22.0	12.3	27.4	5.1	5.6	9.1	7.3	9.10	7.3	5.1	5.1	10.6	8.3	7.5	6.1
Value of project budgets approved in the year (net)	16.9	24.3	34.7	25.2	3.7	8.3	5.7	2.5	3.2	3.8	5.6	4.8	4.5	5.3	3.8	5.8
Total of approved projects under implementation	47.9	46.3	47.0	52.6	8.8	13.9	14.8	9.8	12.3	11.1	10.7	9.9	15.1	13.6	11.3	11.9
Expenditure	25.9	34.0	19.6	21.3	3.2	4.8	7.5	5.8	5.0	6.0	5.6	4.8	6.8	6.1	5.2	5.5
Residual value of projects carried forward	22.0	12.3	27.4	31.3	5.6	9.1	7.3	4.0	7.3	5.1	5.1	5.1	8.3	7.5	6.1	6.4
	Other donors, IFIs and private sector <sup>f</sup>															
Residual value of projects brought forward	2.3	2.1	1.5	1.3												
Value of project budgets approved in the year (net)	1.9	1.8	2.8	1.5												
Total of approved projects under implementation	4.2	3.9	4.3	2.8												
Expenditure	2.1	2.4	3.0	1.9												
Residual value of projects carried forward	2.1	1.5	1.3	0.9												

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Table 3A*  
*Technical cooperation activities:<sup>a</sup> Net project/grant approvals in 2018 and 2019 by major donor*

<i>Major donor</i>	<i>New projects/grants approved</i>			<i>Existing projects/grants revised</i>			<i>Total net value of approvals/revisions (US\$ 000)</i>
	<i>Number of projects/grants</i>	<i>Value of projects/grants (US\$ 000)</i>	<i>Average value of projects/grants (US\$ 000)</i>	<i>Number of projects/grants</i>	<i>Value of revisions (US\$ 000)</i>	<i>Average value of revisions (US\$ 000)</i>	
<b>2018</b>							
Member States <sup>b</sup>	120	36,292	302	501	26,543	53	62,835
Global Environment Facility (GEF)	19	37,581	1,978	277	19,745	71	57,326
Montreal Protocol (MLF)	75	33,381	445	257	(1,893)	(7)	31,488
European Union (EU)	8	17,561	2,195	25	17,136	685	34,697
Other countries <sup>c</sup>	3	1,620	540	42	4,068	97	5,688
RPTC and SRA <sup>d</sup>	73	5,107	70	208	420	2	5,527
United Nations agencies <sup>e</sup>	7	3,522	503	88	290	3	3,812
Other donors, IFIs and private sector <sup>f</sup>	11	2,071	188	58	730	13	2,801
Total	316	137,135	434	1,456	67,039	46	204,174
<b>2019</b>							
Member States <sup>b</sup>	104	47,520	457	405	23,178	57	70,698
Global Environment Facility (GEF)	18	28,615	1,590	194	(400)	(2)	28,215
Montreal Protocol (MLF)	56	18,469	330	256	(2,402)	(9)	16,067
European Union (EU)	16	22,746	1,422	24	2,428	101	25,174
Other countries <sup>c</sup>	1	585	585	17	1,913	113	2,498
RPTC and SRA <sup>d</sup>	71	3,884	55	182	946	5	4,830
United Nations agencies <sup>e</sup>	10	3,722	372	32	2,088	65	5,810
Other donors, IFIs and private sector <sup>f</sup>	6	831	139	22	598	27	1,429
Total	282	126,372	448	1,132	28,349	25	154,721

<sup>a</sup> Includes \$0.4 million net approvals of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

*Table 3B*  
*Technical cooperation activities:<sup>a</sup> Value of net project approvals in 2019 by major donor and geographical area*  
*(in thousands of US dollars)*

<i>Major donor</i>	<i>Africa (excluding African Arab States)<sup>a</sup></i>	<i>African Arab States</i>	<i>Asia and the Pacific (excluding Western Asian Arab States)</i>	<i>Western Asian Arab States</i>	<i>Europe and Central Asia</i>	<i>Latin America and the Caribbean</i>	<i>Global and interregional projects<sup>a</sup></i>	<i>Total</i>
Member States <sup>b</sup>	22,397	8,276	14,032	6,589	1,502	5,490	12,412	70,698
Global Environment Facility (GEF)	12,871	(74)	13,236	200	74	2,007	(99)	28,215
Montreal Protocol (MLF)	1,164	4,979	3,637	1,057	2,025	3,220	(15)	16,067
European Union (EU)	6,988	2,966	5,914	1,348	1,750	2,350	3,858	25,174
Other countries <sup>c</sup>	444	1,947	0	0	0	0	107	2,498
RPTC and SRA <sup>d</sup>	714	79	803	48	100	151	2,935	4,830
United Nations agencies <sup>e</sup>	1,076	1,920	(28)	233	0	155	2,454	5,810
Other donors, IFIs and private sector <sup>f</sup>	(2)	274	27	0	0	385	745	1,429
<b>Total</b>	<b>45,652</b>	<b>20,367</b>	<b>37,621</b>	<b>9,475</b>	<b>5,451</b>	<b>13,758</b>	<b>22,397</b>	<b>154,721</b>
Total Africa	66,019							
Total Arab States	29,842							

<sup>a</sup> Includes \$0.4 million net approvals of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

*Table 4*  
*Expenditure on technical cooperation activities<sup>a</sup> in 2018 and 2019 by major donor and project component*  
*(in thousands of US dollars)*

<i>Major donor</i>	<i>Project personnel</i>	<i>Subcontracts</i>	<i>Fellowships and training</i>	<i>Equipment</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>2018</b>						
Member States <sup>b</sup>	35,660	12,569	6,539	5,495	2,631	62,894
Global Environment Facility (GEF)	12,472	36,735	1,413	7,647	885	59,152
Montreal Protocol (MLF)	3,788	18,280	497	3,892	316	26,773
European Union (EU)	8,719	6,034	1,945	2,223	714	19,635
Other countries <sup>c</sup>	2,914	2,522	1,078	695	238	7,447
RPTC and SRA <sup>d</sup>	4,378	453	602	49	136	5,618
United Nations agencies <sup>e</sup>	2,629	1,156	432	793	168	5,178
Other donors, IFIs and private sector <sup>f</sup>	1,070	1,011	301	516	69	2,967
Total	71,630	78,760	12,807	21,310	5,157	189,664
<b>2019</b>						
Member States <sup>b</sup>	31,471	13,785	5,753	8,035	2,553	61,597
Global Environment Facility (GEF)	12,579	31,671	1,434	8,649	917	55,250
Montreal Protocol (MLF)	4,016	22,473	693	6,836	190	34,208
European Union (EU)	8,240	7,872	1,237	3,205	775	21,329
Other countries <sup>c</sup>	2,487	1,777	872	323	283	5,742
RPTC and SRA <sup>d</sup>	3,772	495	373	18	142	4,800
United Nations agencies <sup>e</sup>	2,349	1,965	766	241	158	5,479
Other donors, IFIs and private sector <sup>f</sup>	824	551	355	2	122	1,854
Total	65,738	80,589	11,483	27,309	5,140	190,259

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation, and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Table 5*  
*Expenditure on technical cooperation activities<sup>a</sup> in 2019 by thematic and geographical areas*  
*(in thousands of US dollars)*

	<i>Africa (excluding African Arab States)</i>	<i>African Arab States</i>	<i>Asia and the Pacific (excluding Western Asian Arab States)</i>	<i>Western Asian Arab States</i>	<i>Europe and Central Asia</i>	<i>Latin America and the Caribbean</i>	<i>Global and interregional projects</i>	<i>Total</i>
Creating shared prosperity	15,075	9,932	2,650	3,794	53	493	1,460	33,457
Advancing economic competitiveness	7,563	2,110	4,984	2,959	2,060	2,417	8,715	30,808
Safeguarding the environment	18,367	5,306	47,472	4,510	11,638	13,003	15,172	115,468
Cross-cutting services	1,560	322	916	653	384	687	6,004	10,526
Total	42,565	17,670	56,022	11,916	14,135	16,600	31,351	190,259
Total Africa	60,235							
Total Arab States	29,586							

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

*Table 6*  
*Expenditure on technical cooperation activities<sup>a</sup> by geographical area, 2016 to 2019*  
*(in thousands of US dollars)*

<i>Area</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Africa (excluding African Arab States)				
Country projects	41,883	40,209	39,713	36,185
Regional projects	10,204	13,536	7,444	6,380
Subtotal	52,087	53,745	47,157	42,565
African Arab States				
Country projects	13,871	14,527	14,615	16,871
Regional projects	1,616	2,060	1,404	799
Subtotal	15,487	16,587	16,019	17,670
Asia and the Pacific (excluding Western Asian Arab States)				
Country projects	43,516	56,967	53,844	52,410
Regional projects	1,456	2,351	1,846	3,612
Subtotal	44,972	59,318	55,690	56,022
Western Asian Arab States				
Country projects	9,734	8,508	6,789	9,473
Regional projects	1,035	2,144	2,324	2,443
Subtotal	10,769	10,652	9,113	11,916
Europe and Central Asia				
Country projects	15,801	12,323	12,305	8,576
Regional projects	937	982	4,147	5,559
Subtotal	16,738	13,305	16,452	14,135
Latin America and the Caribbean				
Country projects	9,184	12,786	9,880	13,459
Regional projects	2,191	2,521	2,904	3,141
Subtotal	11,375	15,307	12,784	16,600
Global and interregional projects	27,625	36,872	32,449	31,351
Total	179,053	205,786	189,664	190,259

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

*Table 7*  
*Expenditure on technical cooperation activities<sup>a</sup> in 2019 by geographical area*  
*(in thousands of US dollars)*

	Africa (excluding African Arab States)				Asia and the Pacific (excluding Western Asian Arab States)				Europe and Central Asia				Latin America and the Caribbean		Global and interregional projects		Total
	%		%		%		%		%		%		%		%		%
A. By Major donor																	
Member States <sup>b</sup>	14,753	34.7%	7,109	40.2%	6,572	11.7%	7,334	61.5%	2,806	19.9%	4,612	27.8%	18,411	58.7%	61,597	32.4%	
Global Environment Facility (GEF)	10,734	25.2%	658	3.7%	29,571	52.8%	45	0.4%	7,473	52.9%	5,462	32.9%	1,307	4.2%	55,250	29.0%	
Montreal Protocol (MLF)	1,827	4.3%	3,449	19.5%	17,157	30.6%	4,062	34.1%	2,111	14.9%	5,469	32.9%	133	0.4%	34,208	18.0%	
European Union (EU)	11,017	25.9%	1,087	6.2%	2,065	3.7%	162	1.4%	1,587	11.2%	206	1.2%	5,205	16.6%	21,329	11.2%	
Other countries <sup>c</sup>	1,701	4.0%	2,619	14.8%	26	0.0%	-	0.0%	-	0.0%	-	0.0%	1,396	4.5%	5,742	3.0%	
RPTC and SRA <sup>d</sup>	1,120	2.6%	68	0.4%	491	0.9%	68	0.4%	88	0.6%	518	3.1%	2,447	7.8%	4,800	2.5%	
United Nations agencies <sup>e</sup>	1,423	3.3%	1,949	11.0%	(11)	0.0%	240	0.1%	70	0.5%	43	0.3%	1,765	5.6%	5,479	2.9%	
Other donors, IFIs and private sector <sup>f</sup>	(10)	0.0%	731	4.1%	151	0.3%	5	0.2%	-	0.0%	290	1.7%	687	2.2%	1,854	1.0%	
Total	42,565		17,670		56,022		11,916		14,135		16,600		31,351		190,259		
Total Africa	60,235																
Total Arab States	29,586																
B. By project component																	
Project personnel	16,433	38.6%	6,419	36.3%	10,760	19.2%	4,251	35.7%	3,911	27.7%	6,488	39.1%	17,476	55.7%	65,738	34.6%	
Subcontracts	12,013	28.2%	4,892	27.7%	38,541	68.8%	3,338	28.0%	5,007	35.4%	5,932	35.7%	10,866	34.7%	80,589	42.4%	
Fellowships and training	2,818	6.6%	2,526	14.3%	1,784	3.2%	1,260	10.6%	451	3.2%	699	4.2%	1,945	6.2%	11,483	6.0%	
Equipment	9,766	22.9%	2,991	16.9%	4,281	7.6%	2,737	23.0%	4,439	31.4%	2,902	17.5%	193	0.6%	27,309	2.7%	
Miscellaneous	1,535	3.6%	842	4.8%	656	1.2%	330	2.8%	327	2.3%	579	3.5%	871	2.8%	5,140	2.7%	
Total	42,565		17,670		56,022		11,916		14,135		16,600		31,351		190,259		

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

*Table 8*  
*Regular and operational budget expenditure by programme and object of expenditure in 2019*  
*(In thousands of euros)*

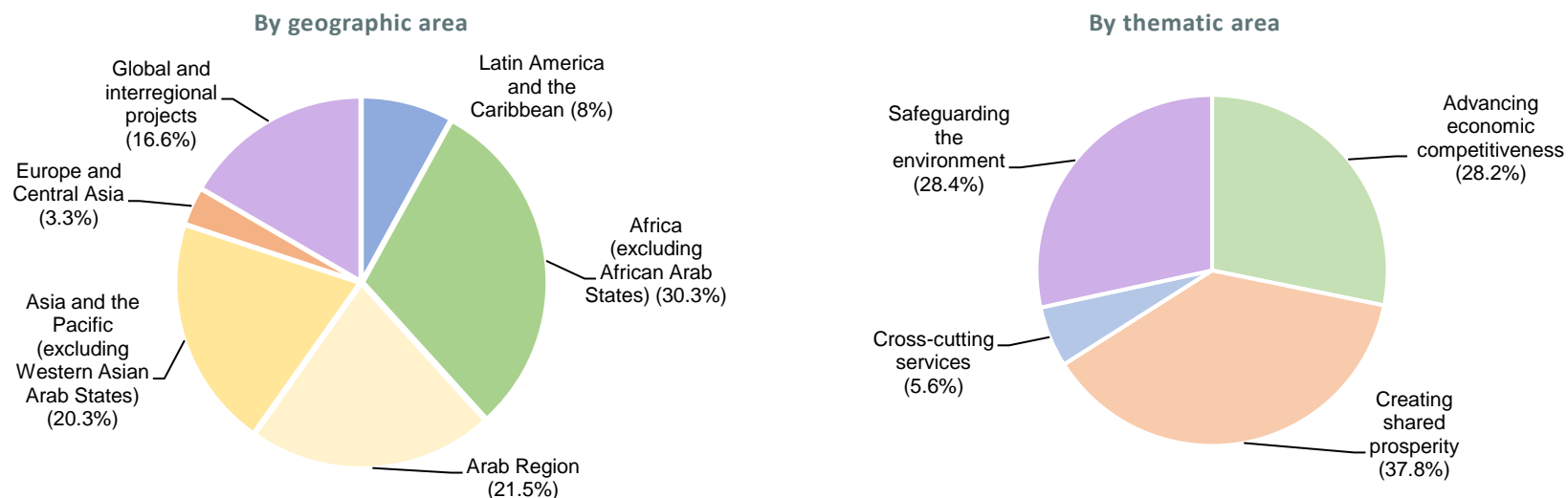
Programme	1	2	3	4	5	6	7
	Staff costs	Consultants	Meetings	Travel	Regular Programme of TC <sup>a</sup> (RPTC)	Other	Total for 2019
<b>Expenditure</b>							
<b>A POLICYMAKING ORGANS</b>							
A.1 Meetings of the Policymaking Organs	33.4	21.7	0.0	0.0	0.0	2,309.1	2,364.1
A.2 Policymaking Organs Secretariat and relations with Member States	751.3	0.0	0.0	6.3	0.0	0.8	758.4
Subtotal	784.7	21.7	0.0	6.3	0.0	2,309.9	3,122.6
<b>B EXECUTIVE DIRECTION AND STRATEGIC MANAGEMENT</b>							
B.1 Executive Direction and Strategic Management	2,531.4	105.6	0.0	199.3	0.0	376.6	3,212.9
B.2 Evaluation	770.0	0.0	0.0	0.0	0.0	0.0	770.0
B.3 Legal Services	652.1	-3.3	0.0	3.9	0.0	0.0	652.7
B.4 Internal Audit and Investigation	998.2	2.3	0.0	21.6	0.0	58.3	1,080.5
B.5 Ethics and Accountability	67.5	0.0	0.0	0.0	0.0	0.0	67.5
B.6 Audit Advisory Committee	0.0	27.9	0.0	0.0	0.0	0.2	28.1
Subtotal	5,019.1	132.6	0.0	224.9	0.0	435.2	5,811.7
<b>C THEMATIC PRIORITIES</b>							
C.1 Creating shared prosperity	9,602.5	7.5	0.0	47.9	1,402.2	198.2	11,258.3
C.2 Advancing economic competitiveness	8,268.3	7.5	0.0	32.0	906.5	19.3	9,233.6
C.3 Safeguarding the environment	10,835.7	600.2	23.0	590.4	1,610.1	211.8	13,871.1
C.4 Cross-cutting services	5,946.1	552.6	138.3	255.0	232.3	837.1	7,961.3
C.5 Field operations support	2,361.8	16.3	0.0	108.1	0.0	3,008.4	5,494.5
Subtotal	37,014.5	1,184.0	161.3	1,033.3	4,151.1	4,274.7	47,818.9
<b>D CORPORATE MANAGEMENT OPERATIONS</b>							
D.1 Human resource management and gender mainstreaming	2,507.0	19.8	0.0	7.9	0.0	0.0	2,534.7
D.2 Financial Services	3,592.4	0.1	0.0	3.4	0.0	26.1	3,622.1
D.3 Procurement and logistics	2,771.1	0.0	0.0	3.9	0.0	1,285.7	4,060.6
D.4 Information technology and communication	2,504.9	0.1	0.0	9.5	0.0	2,329.0	4,843.5
D.5 Direction and management	560.2	22.8	0.0	11.3	0.0	0.2	594.4
Subtotal	11,935.6	42.9	0.0	36.0	0.0	3,640.9	15,655.3
<b>F INDIRECT COSTS</b>							
F.1 Contribution to shared services and other indirect costs	3,482.8	0.0	0.0	0.0	0.0	8,168.0	11,650.7
Subtotal	3,482.8	0.0	0.0	0.0	0.0	8,168.0	11,650.7
<b>Total expenditure</b>	<b>58,236.6</b>	<b>1,381.1</b>	<b>161.3</b>	<b>1,300.5</b>	<b>4,151.1</b>	<b>18,828.6</b>	<b>84,059.2</b>
<b>Income</b>							
C.5 Government contributions to field office costs	0.0	0.0	0.0	0.0	0.0	148.4	148.4
Miscellaneous income	0.0	0.0	0.0	0.0	0.0	163.3	163.3
<b>Total income</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>311.6</b>	<b>311.6</b>
<b>Net grand total</b>	<b>58,236.6</b>	<b>1,381.1</b>	<b>161.3</b>	<b>1,300.5</b>	<b>4,151.1</b>	<b>18,517.0</b>	<b>83,747.6</b>
<b>E BUILDINGS MANAGEMENT</b>							
E.1 Common buildings management	8,023.9	43.5	0.0	1.6	0.0	20,025.3	28,094.3
E.2 Joint buildings management	316.4	0.0	0.0	0.0	0.0	704.4	1,020.7
<b>Total expenditure</b>	<b>8,340.3</b>	<b>43.5</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>20,729.6</b>	<b>29,115.0</b>

Please note that the total costs of buildings management services are being cost-shared between all users and the above expenditures are being fully recovered. UNIDO's net share is included under programme F above. The report is compiled using data for the biennium 2018–2019 with the cut-off period 15 in SAP for 2019.

<sup>a</sup> Represents the full 2019 appropriations that have been transferred to the special account for RPTC.

## APPENDIX B

## PROJECT APPROVALS UNDER VOLUNTARY CONTRIBUTIONS

*Governmental contributions: net approvals in 2019<sup>a,b</sup>*

Geographical area	(In thousands of US dollars)	%	Thematic area	(In thousands of US dollars)	%
Africa (excluding African Arab States)	29,829	30.3%	Advancing economic competitiveness	27,775	28.2%
Arab region	21,126	21.5%	Creating shared prosperity	37,207	37.8%
Asia and the Pacific (excluding Western Asian Arab States)	19,947	20.3%	Cross-cutting services	5,468	5.6%
Europe and Central Asia	3,252	3.3%	Safeguarding the environment	27,921	28.4%
Global and interregional projects	16,377	16.6%			
Latin America and the Caribbean	7,840	8.0%			
<b>TOTAL</b>	<b>98,371</b>	<b>100%</b>	<b>TOTAL</b>	<b>98,371</b>	<b>100%</b>

<sup>a</sup> Includes projects financed from Member States, European Union and other countries under the Industrial Development Fund, and trust funds including third party, self-financed, thematic and partnership trust funds (such as China, Finland, Germany, Peru, the Russian Federation and Spain).

<sup>b</sup> Includes Associate Expert/JPO programme (\$1 million)

## APPENDIX C

### TECHNICAL ASSISTANCE TO LEAST DEVELOPED COUNTRIES

*Table 1: Expenditure by country and major donor in 2019<sup>a</sup>*  
(In thousands of US dollars)

	Member States <sup>b</sup>	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries <sup>c</sup>	RPTC <sup>d</sup> and SRA	United Nations agencies <sup>e</sup>	Other donors, IFIs and private sector <sup>f</sup>	Total
<b>Africa</b>									
Angola	-	152	-	-	-	27	-	-	179
Benin	-		26	-	-	-	112	-	138
Burkina Faso	-	386	130	-	-	-	-	-	516
Burundi	156	62	7	-	-	4	(1)	-	228
Central African Republic	-	-	(88)	-	-	-	-	-	(88)
Chad	-	(2)	-	-	-	(15)	(1)	-	(18)
Comoros	803	139	-	-	-	-	-	-	942
Democratic Republic of the Congo	-	-	47	-	-	-	-	-	47
Eritrea	-	-	20	-	-	-	-	-	20
Ethiopia	3,574	-	-	936	85	32	-	-	4,627
Gambia (the)	-	458	34	-	-	(7)	-	-	485
Guinea	487	397	-	119	-	-	346	-	1,349
Guinea-Bissau	-	22	6	-	-	9	-	-	37
Lesotho	-	0	-	-	-	-	-	-	0
Liberia	1,154	31	-	3,081	-	-	-	-	4,266
Madagascar	48	244	90	330	-	18	-	-	730
Malawi	(14)	-	7	-	-	-	(19)	-	(26)
Mali	-	6	-	-	-	13	(17)	-	2
Mauritania	-	3	-	-	-	60	-	-	63
Mozambique	100	1,187	35	-	-	0	0	-	1,322
Niger	9	-	124	-	-	-	-	-	133
Rwanda	597	114	50	-	-	5	0	-	766
Sao Tome and Principe	-	23	-	-	-	-	-	-	23
Senegal	154	1,562	44	-	-	34	22	-	1,816
Sierra Leone	58	310	4	1,133	-	(2)	-	-	1,503
South Sudan	365	-	-	60	1,619	33	127	-	2,204
Togo	29	-	53	-	-	16	-	-	98
Uganda	109	899	22	-	-	6	-	-	1,036
United Republic of Tanzania	(2)	1,052	3	-	-	0	318	-	1,371
Zambia	89	-	-	-	-	27	-	-	116
<b>Subtotal – Africa</b>	<b>7,716</b>	<b>7,045</b>	<b>614</b>	<b>5,659</b>	<b>1,704</b>	<b>260</b>	<b>887</b>	<b>0</b>	<b>23,885</b>

	Member States <sup>b</sup>	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries <sup>c</sup>	RPTC <sup>d</sup> and SRA	United Nations agencies <sup>e</sup>	Other donors, IFIs and private sector <sup>f</sup>	Total
<b>African Arab States</b>									
Somalia	1,018	-	135	-	-	-	1,874	-	3,027
Sudan	1,999	60	300	406	-	1	33	272	3,071
<b>Subtotal – African Arab States</b>	<b>3,017</b>	<b>60</b>	<b>435</b>	<b>406</b>	<b>0</b>	<b>1</b>	<b>1,907</b>	<b>272</b>	<b>6,098</b>
<b>Asia and the Pacific</b>									
Afghanistan	185	9	98	-	-	12	-	-	304
Bangladesh	2	414	-	-	-	43	-	-	459
Bhutan	(2)	-	-	-	-	(3)	-	-	(5)
Cambodia	552	543	-	257	26	-	-	-	1,378
Lao People's Democratic Republic	-	165	-	-	-	-	-	-	165
Myanmar	141	314	52	-	-	35	-	-	542
Nepal	303	22	-	-	-	-	-	-	325
Vanuatu	-	-	-	-	-	42	-	-	42
<b>Subtotal – Asia and the Pacific</b>	<b>1,181</b>	<b>1,467</b>	<b>150</b>	<b>257</b>	<b>26</b>	<b>129</b>	<b>0</b>	<b>0</b>	<b>3,210</b>
<b>Latin America and the Caribbean</b>									
Haiti	-	-	-	-	-	-	-	-	0
<b>Subtotal – Latin America and the Caribbean</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>
<b>Western Asian Arab States</b>									
Yemen	-	45	(54)	-	-	-	-	-	(9)
<b>Subtotal – Western Asian Arab States</b>	<b>-</b>	<b>45</b>	<b>(54)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(9)</b>
<b>Grand total</b>	<b>11,914</b>	<b>8,617</b>	<b>1,145</b>	<b>6,322</b>	<b>1,730</b>	<b>390</b>	<b>2,794</b>	<b>272</b>	<b>33,184</b>

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

*Table 2: Net project approvals by country and major donor, 2019<sup>a</sup>*  
*(In thousands of US dollars)*

	Member States <sup>b</sup>	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries <sup>c</sup>	RPTC <sup>d</sup> and SRA	United Nations agencies <sup>e</sup>	Other donors, IFIs and private sector <sup>f</sup>	Total
<b>Africa</b>									
Angola	-	500	-	-	-	(1)	-	-	499
Benin	(1)	-	20	-	-	-	0	-	19
Burkina Faso	-	2,000	20	-	-	(1)	-	-	2,019
Burundi	92	0	0	-	-	(0)	(100)	-	(8)
Central African Republic	-	(0)	(106)	-	-	-	-	-	(106)
Chad	-	(19)	-	-	-	(21)	(39)	-	(79)
Democratic Republic of the Congo	397	200	-	-	-	-	-	-	597
Equatorial Guinea	-	-	0	-	-	-	-	-	0
Eritrea	-	-	0	-	-	-	-	-	0
Ethiopia	5,379	-	0	797	0	57	-	-	6,233
Gambia (the)	-	(13)	0	-	-	(7)	-	-	(19)
Guinea	(159)	0	-	1,687	-	(1)	453	-	1,980
Guinea-Bissau	(0)	0	0	-	-	18	-	-	18
Lesotho	-	(4)	-	-	-	-	-	-	(4)
Liberia	1,899	(6)	10	(53)	-	-	-	-	1,850
Madagascar	(0)	0	18	229	-	59	-	-	306
Malawi	(32)	-	0	-	-	-	(55)	-	(87)
Mali	-	0	-	-	-	13	263	-	276
Mauritania	-	0	-	-	-	53	-	-	53
Mozambique	771	(3)	85	-	-	(2)	0	-	851
Niger	22	-	(0)	-	-	-	-	-	22
Rwanda	(3)	700	0	-	-	(3)	0	-	694
Sao Tome and Principe	193	1,575	-	-	-	-	-	-	1,768
Senegal	229	0	0	-	-	29	52	-	310
Sierra Leone	79	0	10	1,567	-	(3)	-	-	1,653
South Sudan	631	-	-	179	444	(2)	232	-	1,483
Togo	30	-	20	-	-	(0)	(1)	-	49
Uganda	2,069	0	0	-	-	(6)	-	-	2,063
United Republic of Tanzania	(50)	0	0	-	-	(4)	55	-	1
Zambia	455	-	10	-	-	18	-	-	483
<b>Subtotal – Africa</b>	<b>11,999</b>	<b>4,931</b>	<b>87</b>	<b>4,406</b>	<b>444</b>	<b>196</b>	<b>860</b>	<b>-</b>	<b>22,923</b>

	Member States <sup>b</sup>	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries <sup>c</sup>	RPTC <sup>d</sup> and SRA	United Nations agencies <sup>e</sup>	Other donors, IFIs and private sector <sup>f</sup>	Total
<b>African Arab States</b>									
Somalia	(49)	-	0	-	-	-	1,882	-	1,833
Sudan	2,972	0	(0)	1,001	0	(0)	37	16	4,025
<b>Subtotal – African Arab States</b>	<b>2,923</b>	<b>0</b>	<b>(0)</b>	<b>1,001</b>	<b>0</b>	<b>(0)</b>	<b>1,919</b>	<b>16</b>	<b>5,858</b>
<b>Asia and the Pacific</b>									
Afghanistan	(1)	48	0	-	-	(1)	-	-	46
Bangladesh	775	0	-	-	-	24	-	-	799
Bhutan	(6)	-	-	-	-	(0)	-	-	(6)
Cambodia	412	0	-	2,704	(0)	(0)	-	-	3,116
Lao People's Democratic Republic	(56)	0	-	-	-	-	(3)	-	(59)
Myanmar	459	(0)	10	-	-	35	-	-	504
Nepal	348	0	-	-	-	(0)	-	-	348
Vanuatu	0	-	-	-	-	(1)	-	-	(1)
<b>Subtotal – Asia and the Pacific</b>	<b>1,931</b>	<b>48</b>	<b>10</b>	<b>2,704</b>	<b>(0)</b>	<b>57</b>	<b>(3)</b>	<b>-</b>	<b>4,747</b>
<b>Latin America and the Caribbean</b>									
Haiti	-	-	-	-	-	(0)	-	-	(0)
<b>Subtotal – Latin America and the Caribbean</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>(0)</b>
<b>Western Asian Arab States</b>									
Yemen	-	0	(343)	-	-	-	-	-	(343)
<b>Subtotal – Western Asian Arab States</b>	<b>-</b>	<b>0</b>	<b>(343)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(343)</b>
<b>Grand total</b>	<b>16,853</b>	<b>4,979</b>	<b>(246)</b>	<b>8,111</b>	<b>444</b>	<b>252</b>	<b>2,776</b>	<b>16</b>	<b>33,184</b>

<sup>a</sup> Includes \$0.6 million expenditure of Special Resources for Africa in 2019.

<sup>b</sup> Current Member States. Includes Industrial Development Fund and trust funds, including third party, self-financed, thematic and partnership trust funds for China, Finland, Germany, Peru, the Russian Federation and Spain.

<sup>c</sup> Includes former Member States, Industrial Development Fund residuals, and trust funds including third party and self-financed.

<sup>d</sup> Regular Programme of Technical Cooperation and Special Resources for Africa.

<sup>e</sup> Combines all United Nations agencies, including funding from other donors such as GEF and EU as pass-through agreements.

<sup>f</sup> Includes non-governmental, international financial institutions and private sector entities.

*Note:* Values shown in parentheses reflect decrease after project/grant closure.

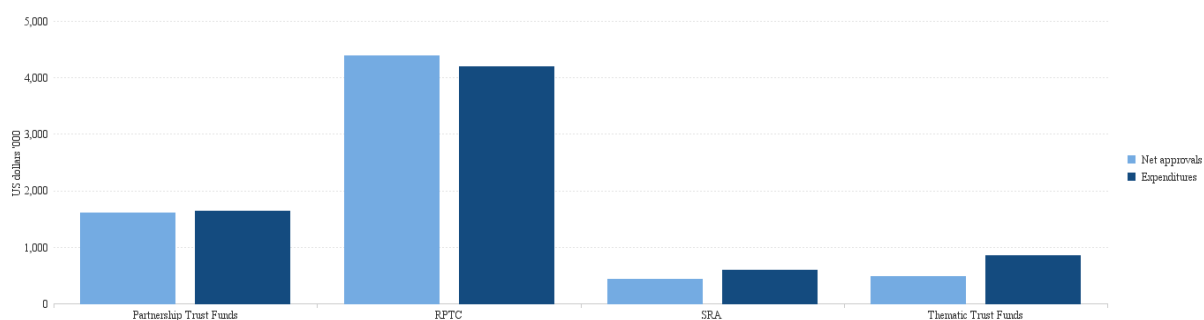
## APPENDIX D

### PROGRAMMABLE FUNDS<sup>a</sup>

*2019 Net approvals and expenditures*

	<i>Net approvals</i>	<i>Expenditures</i>
	<i>(In thousands of US dollars)</i>	
<b>Thematic trust funds</b>		
Trust fund for increased food security through agribusiness and agro-industry promotion <sup>b</sup>	(30)	192
Trust fund for renewable energy for productive activities	(20)	102
Trust fund for trade-related capacity-building <sup>c</sup>	569	544
Trust fund for youth employment	(1)	(0)
Trust fund for Latin America and the Caribbean	(31)	9
TOTAL	487	846
<b>Partnership trust funds</b>		
Partnership trust fund	(40)	289
Partnership trust fund – China	1,697	1,188
Partnership trust fund – Peru	35	0
Partnership trust fund – Russian Federation	(84)	91
Partnership trust fund – Spain	(3)	73
TOTAL	1,605	1,641
<b>Regular Programme of Technical Cooperation (RPTC)</b>		
Advancing economic competitiveness	515	446
Creating shared prosperity	330	536
Safeguarding the environment	1,042	1,036
Cross-cutting issues	2,504	2,187
TOTAL	4,391	4,205
<b>Special Resources for Africa (SRA)</b>	439	595
<b>Total RPTC and SRA</b>	4,830	4,800

### *Net approvals and expenditures 2019*

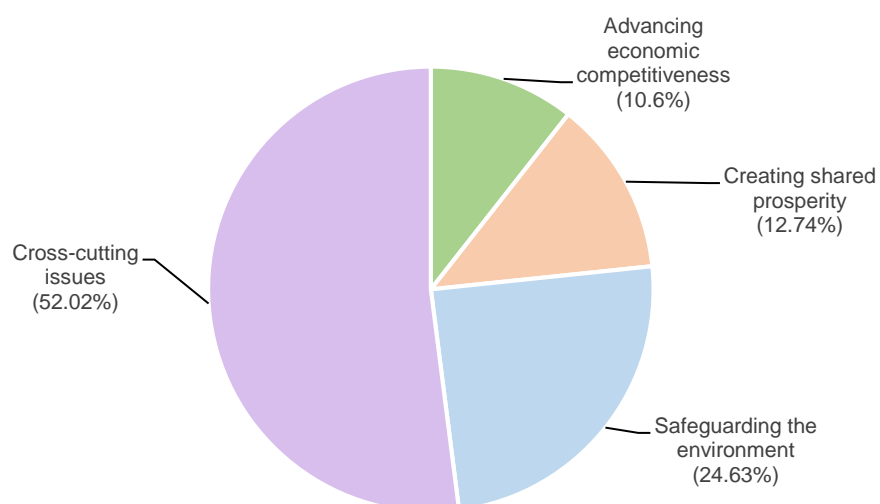


<sup>a</sup> Programmable funds are unearmarked contributions from Member States.

<sup>b</sup> Includes contribution from Finland.

<sup>c</sup> Includes contribution from Finland and Germany.

*Regular programme of technical cooperations*  
*Percentage of expenditures*



## APPENDIX E

### PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)

#### PCPs UNDER IMPLEMENTATION

#### PCP ETHIOPIA

##### Progress in 2019

**Governance and coordination:** The governance structure of the PCP was revised to align with changes in the government. The PCP's six task forces were consolidated into four: (i) Resource Mobilization and Partnership Management; (ii) Manufacturing; (iii) Agricultural Productivity Enhancement and Commercialization; and (iv) The newly established Investment Promotion Task Force. Two high-level committees comprising ministers and State ministers lead the PCP: (i) The Inter-Ministerial Coordination Committee; and (ii) The Joint Steering Committee. All task forces and high-level committees met regularly in 2019 to review progress, identify solutions to challenges and strengthen synergies with partner programmes. An independent terminal evaluation of the PCP was initiated in 2019, the results of which will help inform the way forward.

**Partnerships and resource mobilization:** Through the PCP, UNIDO has supported the Government in forging partnerships and creating synergies for its industrial development priorities and flagship initiatives. In addition to the Government of Ethiopia and its specialized agencies, the PCP includes three multilateral development banks, seven major bilateral donors, three multilateral facilities, five private sector actors, and three United Nations entities.

An estimated \$1.2 billion of parallel funding was leveraged through the PCP, while the funding pipeline for 2019/2020 amounts to approximately \$458.4 million. The integrated agro-industrial park (IAIP) initiative has mobilized the largest share of financial resources through partnerships. This amounts to over \$500 million committed by the Government and over \$640 million leveraged from development partners. In 2019, the Government of Ethiopia and partners launched a new \$270 million multi-stakeholder initiative, "Promotion of Sustainable Ethiopian Agro-industrial Development (PROSEAD)", to support the four pilot IAIPs. PROSEAD involves the European Union (EU), the Republic of Korea, Germany, the Ethiopian Agriculture Transformation Agency, and the International Fund for Agricultural Development (IFAD), among others. In addition, the Government and partners signed a \$100 million African Development Bank (AfDB) support project for the IAIPs. The Resource Mobilization and Partnership Management Task Force is also seeking investments of \$515 million for a project to support the upgrading of the agricultural production and supply systems around the IAIPs. In December 2019, the Government of Ethiopia submitted an official financing request to the European Investment Bank (EIB) for €100 million for the Modjo Leather City (MLC), a flagship project of the PCP.

To date, the UNIDO technical cooperation (TC) portfolio directly related to the PCP amounts to over \$54 million, spread across 34 projects. In 2019, four new TC projects started: (i) Funded by the Government of Japan, the second phase of the "Improving the public health by solar-powered water sanitation systems in Ethiopia" project to establish a solar-powered slow filtration system to produce clean water; (ii) Funded by the EU, the "Support business friendly and inclusive national and regional policies and strengthen productive capacities and value chains in African, Caribbean and Pacific Group of States (ACP) countries" programme allocated approximately €640,000 to establish an investment-friendly policy and business environment in Ethiopia; (iii) Under the PROSEAD project, UNIDO received €3.3 million to support the overall coordination and harmonization of the EU-funded initiatives around the IAIPs, and to address key performance issues of the Ethiopian agro-industrial sector; and (iv) A \$4.5 million grant from the AfDB to UNIDO through a new five-year project, agreed to by UNIDO and the Ethiopian Ministry of Trade and Industry in October 2019, to provide capacity-building support to the federal and regional institutions responsible for IAIP management, and to support the coordination and monitoring of the Bank's parallel initiatives linked to the IAIPs.

**Policy advisory services:** UNIDO conducted five studies to support the development of comprehensive national sectoral strategies: (i) A roadmap for the textile and apparel sector; (ii) A strategy for the cluster development of small and medium-sized enterprises (SMEs); (iii) A policy paper to support the development of the chemicals industry; (iv) A study on the Ethiopian trade show and exhibition sector; and (v) A national entrepreneurship strategy developed in collaboration with the United Nations Conference on Trade and Development. The Government endorsed the studies in 2019.

### Implementation highlights in PCP priority areas:

*Agro-processing:* The construction of the four pilot IAIPs is 50 to 70 per cent complete. Basic infrastructure will be finalized in 2020 to start attracting private investment. In total, 150 investors have already registered with respective Regional Industrial Park Development Corporations. Five companies have already commenced construction of premises within two of the parks (SNNPR and Amhara) and one company, an avocado processor, has started operating. The IAIP initiative has created approximately 21,000 new jobs (27 per cent for women) to date.

UNIDO and the Food and Agriculture Organization (FAO) conducted several value chain studies, strategic analyses and business plans for the agro-corridors around the IAIPs. As part of this exercise, more than 360 actors from selected value chains were assisted through extension services. A sub-contracting scheme is being implemented for avocado cooperatives to supply the SNNPR park.

In the area of agricultural productivity enhancement and commercialization, UNIDO projects supported four selected food value chains (coffee, beles, moringa and fisheries) through technology transfer, capacity-building and market access support. To date, more than 17,000 smallholder farmers have benefited from agricultural extension services, while two unions and four farmers' cooperatives have upgraded production facilities.

*Textiles and apparel:* With the support of a UNIDO project on capacity-building and job creation for youth and women in Ethiopia's migration-prone areas, 369 young people have obtained jobs with the textile and garment companies operating in the Mekelle Industrial Park. UNIDO is implementing this project in synergy with an EU-funded project focused on stemming irregular migration in regions of Ethiopia.

The Mekelle Garment College Centre of Excellence (CoE) was inaugurated in September 2019 with the presence of high-level government representatives. The CoE will serve as a training hub for skilled workers and as a model for potential replication in other parts of the country. In May 2019, UNIDO organized a study tour to Bangladesh for selected high-level representatives of Ethiopian ministries and sectoral associations to learn from best practices in the industry.

*Leather and leather products:* Five footwear and leather goods clusters in the Addis Ababa region have benefited from PCP support so far. Together, they employ over 4,850 workers, 33 per cent more than the number recorded as the baseline in 2014. Of these, 48 per cent are women and 90 per cent are below the age of 24. In April 2019, a common production unit was inaugurated at the premises of the Ethio-International Footwear Cluster Cooperative Society Ltd. as a means to increase the cluster's production capacity and overall sales. UNIDO also organized several trainings and peer-to-peer initiatives aimed at fostering cluster development in the country.

The governance structure of the "Leather Initiative for Sustainable Employment Creation", an EU-funded programme linked to the Modjo Leather City, was established in 2019. Initial activities have focused on identifying the immediate environmental challenges and solutions for the tanning sector.

### Outlook for 2020

- UNIDO will support the Government in fully operationalizing the new Investment Promotion Task Force. This will include revising and strengthening its membership and reinforcing the Task Force's mandate.
- The independent terminal evaluation of PCP Ethiopia will conclude in 2020. The results and recommendations of the evaluation will help determine the way forward.
- In terms of resource mobilization and partnerships, approximately \$10 million is in the pipeline for new UNIDO TC projects. In terms of parallel funding, the Resource Mobilization and Partnership Management Task Force will work to mobilize the \$1.5 million needed for the feasibility study and masterplan for the establishment of a new Exhibition and Convention Centre in Addis Ababa. Another priority of the Task Force will be to mobilize around \$1 million for the organization of Ethiopia's Third International Agro-Industry Investment Forum, scheduled to take place in November 2020.
- The strategies for industrial capacity-building, the textile sector and SME cluster development will be presented to various partners for fundraising.
- The infrastructure of the four pilot IAIPs is expected to be completed in early 2020 to pave the way for private sector investment. Efforts will focus on continuing to promote investment opportunities in the four parks, in collaboration with national institutions.

- The Creative Hub for leather will be completed and inaugurated within the premises of the Federal Micro and Small Enterprise Development Agency with an innovative management framework based on a public-private partnership model.
- The Addis Ababa Coffee Training Centre will be finalized in 2020.
- The realization of the MLC will begin with the support of the EIB, the Government of Ethiopia and other development partners.

## PCP SENEGAL

### Progress in 2019

The PCP is integrated in the second phase of the “Plan Sénégal Emergent” (PSE) and its Priority Action Plan for 2019 to 2023. The new Action Plan recognizes “Inclusive and Sustainable Industrialization” as a strategic priority and recommends the strengthening of partnerships with UNIDO as a means to achieve SDG 9 and advance the Third Industrial Development Decade for Africa.

**Partnerships and resource mobilization:** The PCP Senegal has supported the Government in leveraging significant investments from financial entities and development partners, particularly for large-scale industrial projects such as the establishment of agro-poles and industrial parks. In December 2019, the AfDB and the Islamic Development Bank (IsDB) approved loan agreements of \$43 million and \$27 million respectively for the southern agro-pole, based on the feasibility study conducted by UNIDO.

In December 2019, Belgium’s Development Agency, Enabel, signed a funding agreement with UNIDO over €860,000 to conduct a feasibility study for an agro-pole in central Senegal. In parallel, the AfDB and the EIB have pledged to co-finance approximately €100 million in concessional loans to the Government. The funding agreement for the feasibility study for an agro-pole in the north of the country is under finalization with the AfDB. Other areas under discussion with the AfDB include supporting the review of Senegal’s industrial policy, several sectoral studies such as leather and automotive, and the establishment of a regional mining hub.

The Export-Import Bank of China has committed over \$100 million to the Government of Senegal to expand the Diamniadio industrial park. Moreover, several new UNIDO technical cooperation projects have secured funding from various sources. These include the West Africa Competitiveness Programme funded by the EU, an investment promotion and value chains programme funded by the EU and the ACP, a youth employment programme in the context of the G20 Compact with Africa funded by Germany, and a project on the mainstreaming of gender in industrial policy also funded by Germany.

**Highlights of implementation in priority areas:** The establishment of agro-poles gained momentum in 2019. The first feasibility study for an agro-pole in southern Senegal, conducted by UNIDO and funded by the Government of Senegal, is expected to be completed in early 2020. The AfDB and the IsDB have already committed funding the development of the agro-pole. The other two studies, for which funding agreements are being finalized, will focus on the setting up of agro-poles in northern and central Senegal, and will start in 2020. In addition, Germany agreed to fund a UNIDO project supporting vocational training and job creation around the southern agro-pole in Senegal.

The Diamniadio industrial park is increasingly attracting tenant companies. As of December 2019, the park hosts 14 companies and employs over 1,000 staff. An additional 30 companies have expressed interest in establishing their operations within the park. Some of the sportswear produced within the industrial park is exported to the United States of America within the framework of the African Growth and Opportunity Act. The Government of Senegal plans to enlarge the Diamniadio park by 40 hectares, to which the Export-Import Bank of China has already committed funding. UNIDO will continue providing technical expertise and advisory services as the park expands.

UNIDO supported public-private partnerships in the area of vocational training through South-South cooperation. In the course of 2019, young women and men from Senegal participated in a training programme at the Training Academy for Heavy Duty Equipment and Commercial Vehicles in Morocco. This is part of a public-private development partnership initiated between the United States Agency for International Development, the Volvo Group, the OCP Foundation, the Moroccan Ministry of National Education and Vocational Training, the “Office de la formation professionnelle et de la promotion du travail” (OFPPT), and UNIDO.

**Cross-cutting issues:** The PCP also supports cross-cutting issues, such as private sector development, entrepreneurship and job creation, quality support for trade facilitation, and environmental sustainability. Among

other activities, UNIDO is promoting the integration of renewable energy, waste management and sustainable industries in the Diamniadio industrial park as part of the Sustainable Cities Initiative, which is jointly implemented by the World Bank and UNIDO in the context of the Global Environment Facility (GEF) Integrated Approach Pilot. In October 2019, France approved the co-financing of a solar power plant that will cover 60 per cent of the energy needs of the Diamniadio industrial park. In addition, UNIDO works with local communities to help them improve land management and climate resilience in partnership with IFAD and GEF.

### Outlook for 2020

UNIDO will continue working with the Government and other partners in the implementation of PCP focus areas and cross-cutting activities. Priorities in 2020 include the finalization of the feasibility studies for the three agro-poles, the further development of industrial parks, the review of Senegal's industrial policy, conducting sectoral studies (leather and automotive), as well as a feasibility study on the potential of a regional mining hub. In addition, UNIDO will work closely with the EIB in the organization of the "Africa Day 2020" in Dakar and an investment forum in November 2020.

UNIDO will continue to support the PCP National Steering Committee in coordinating and guiding the implementation of the industrial policy, and reinforcing industrial partnerships. An independent terminal evaluation of the PCP Senegal will launch in 2020, which will determine the way forward.

## PCP PERU

### Progress in 2019

**Governance and coordination:** In November 2019, a presidential decree officially established the refined governance structure of the PCP national coordination body, the Multi-sectoral Commission.

**Policy advisory services:** The PCP supported the Government in formulating a national Strategy for Industrial Park Development, which launched in December 2019. The Strategy is integrated in Peru's new national Competitiveness and Productivity Policy for 2019–2030.

UNIDO's technical expertise and advisory services also supported the development of a national road map for circular economy. The national validation and consultation process launched at the end of 2019. As part of this, UNIDO and Peru's Technological Institute of Production conducted a joint study on the integration of circular economy in the operations of the Centres for Productive Innovation and Technology Transfer (CITEs).

In 2019, the Government of Peru requested UNIDO's support in the formulation of a national industrial development policy as well as national guidelines for the establishment of science and technology parks (STPs). UNIDO began collaborating with the National Council of Science, Technology and Technological Innovation to design the national technical guidelines for the establishment of the STPs.

Policy advice provided through the PCP will also support the Government in the area of women's economic empowerment related to industry. The Peru component of the "Global Programme Economic Empowerment of Women in Green Industry" launched in 2019 and involves Peru's Ministry of Production, Ministry of Environment, and Ministry of Women and Vulnerable Populations. In addition, UNIDO and the World Association of Women Entrepreneurs (FCEM) signed a joint declaration on cooperation in the field of women's economic empowerment, circular economy and resource efficiency on the occasion of the 67<sup>th</sup> FCEM World Congress held in Lima in November 2019.

**Partnerships and resource mobilization:** UNIDO's technical portfolio in Peru amounted to \$8.5 million in 2019. This includes a GEF-funded project on sustainable industrial zone development with \$44 million expected in public and private co-funding.

Strengthening cooperation with financial institutions was a focus in 2019, in particular with the National Development Bank (COFIDE). UNIDO and COFIDE are establishing a cooperation framework to support industrial park development, innovation, and to establish credit schemes for SMEs in industrial zones. The Development Bank of Latin America and the Inter-American Development Bank have also voiced interest in supporting PCP projects, industrial policy development, and the implementation of the new strategy for industrial park development.

To facilitate regular engagement and consultations with the private sector, the PCP Peru Coordination Office relocated to the premises of the National Association of Industries (SNI) in February 2019. To formalize this

enhanced collaboration, UNIDO and the SNI signed a joint declaration on the promotion of PCP activities in June 2019.

The Investment and Technology Promotion Office (ITPO) of the Republic of Korea allocated \$350,000 for the promotion of investment opportunities in Peru, as part of the ITPO advisory programme. By the end of December 2019, 100 Peruvian SMEs were identified for potential ventures with Korean investors.

Several new technical projects are in the pipeline. Among these, a \$2 million project for eco-industrial park development in Peru will launch in 2020. This project is part of UNIDO's "Global Eco-industrial Parks Programme in Developing Countries" funded by the State Secretariat for Economic Affairs (SECO) of Switzerland. In June 2019, the GEF Council approved a project proposal aimed at addressing the biodiversity and conservation of Amazonian forests. This is a joint endeavour between UNIDO, FAO and IFAD. UNIDO will implement around \$6 million of the \$17 million total of the proposed project.

#### **Implementation highlights in PCP priority areas:**

*Quality and innovation:* UNIDO is implementing a four-year project to improve Peru's export competitiveness in the coffee and cocoa sector, initially focusing on the San Martin region. An analysis of the quality infrastructure along the coffee and cocoa value chains is being finalized.

*Value chain and enterprise development:* In 2019, GEF approved the joint UNIDO-FAO-IFAD project proposal on "Building human well-being and resilience in Amazonian forests by enhancing the value of biodiversity for food security and bio-businesses, in a context of climate change" for further development.

*Sustainable industrial parks:* The implementation agreement on the sustainable industrial zone project was signed by the Director General of UNIDO and Peru's Ministry of Production during the eighteenth session of the UNIDO General Conference in November 2019. A project management unit was established and the workplan for 2020 is being finalized.

UNIDO, the Ministry of Production and SNI organized Peru's first international conference on "Industrial Parks for Inclusive and Sustainable Industrial Development" in June 2019 in Lima. The event served to share international experiences and know-how on different aspects of industrial parks, including government policies, financial tools, private sector initiatives, eco-industrial parks, circular economy business practices, and applications of Industry 4.0. It brought together 800 participants from more than 30 countries.

*Resource and energy efficiency, and renewable energy:* UNIDO assessed the capacity-building needs of CITEs in terms of circular economy and innovation and presented the results of the study to counterparts in December 2019, as part of a project on the mainstreaming of energy and environmental dimension in the PCP Peru.

#### **Outlook for 2020**

UNIDO will focus on enhancing national PCP monitoring and coordination capacities, strengthening linkages between the PCP and the priorities of the Government's new National Competitiveness and Productivity Policy, finalizing and launching pipeline projects, and providing cross-cutting policy advice including for the formulation of a national industrial policy. In 2020, UNIDO will also support the Government in setting-up a PCP Partner and Donor Working Group.

### **PCP MOROCCO**

#### **Progress in 2019**

**Signing of the programme document and national commitment:** The Director General of UNIDO and Morocco's Minister of Industry, Investment, Trade and Digital Economy signed the finalized PCP programme document at an official ceremony held in Rabat in March 2019. A trust fund agreement was signed on this occasion, confirming the Government's financial commitment to the PCP. In the course of 2019, UNIDO advanced in the development of nine new technical projects to support the priority areas of the PCP in view of starting its implementation in 2020.

**Partnerships and resource mobilization:** UNIDO carried out various activities to mobilize partners and identify concrete cooperation opportunities as the PCP moves towards implementation in 2020. UNIDO conducted a mapping exercise, in particular for collaboration with financial institutions and the business sector, and, together with the Government, held meetings on cooperation prospects with various bilateral and multilateral partners.

Financial entities interested in cooperation through the PCP include the AfDB, the European Bank for Reconstruction and Development (EBRD), the EIB, the IsDB and the World Bank Group. Cooperation with the AfDB is ongoing on the industrial zones component of the PCP.

Partnership prospects are also being explored with the following partners: China's Department of International Cooperation of the General Administration of Customs; the French Development Agency; the EU; Enabel; the Millennium Challenge Agency; as well as the Governments of Austria, Belgium, Denmark, Germany, Japan, Norway, the United Kingdom of Great Britain and Northern Ireland, the Republic of Korea, Spain, and Sweden.

UNIDO also participated in several key industry events in Morocco to promote the PCP and potential partnerships. This included "Industry Meeting Day 2019", the largest annual national conference on the industrial sector, the country's first Forum on Industrial Parks and the first Global Industry 4.0 conference held in Morocco.

Closer synergies were also established with the national private sector and international enterprises. UNIDO developed a proposal to set up a Partnership Platform for Inclusive and Sustainable Industrial Development, requested by the National Confederation of Moroccan Enterprises.

### Outlook for 2020

The implementation phase of the PCP Morocco is expected to commence in 2020. A PCP Committee for Funds Mobilization will be established to lead and coordinate resource mobilization efforts. A Morocco Investment Forum is planned for 2020 to promote investment opportunities in key industrial sectors and projects.

## PCPs IN PROGRAMING

### PCP CAMBODIA

#### Progress in 2019

The PCP Cambodia is in the final stage of the programming phase. Several projects are already in implementation supporting the identified priority areas and cross-cutting activities. Over \$20 million was mobilized for UNIDO technical projects within the PCP, in particular for industrial policy support, industrial statistics, the fisheries value chain, the development of special economic zones (SEZs), and the promotion of clean technologies. Additional projects are in development.

**Partnerships and resource mobilization:** A partner briefing, led by Cambodia's Under State Secretary of the Ministry of Economy and Finance and the Secretary-General of the high-level Economic and Financial Policy Committee, was organized at UNIDO's headquarters in Vienna in September 2019. The briefing provided an update on PCP progress and discussed new collaboration opportunities. In addition to ongoing partnerships with China, the EU, Germany and the Republic of Korea, interests in cooperating through the PCP were expressed by Japan, Norway and Switzerland in areas such as skills development, investment promotion, technology transfer, and SEZ development.

New partnerships were initiated with the General Administration of Customs of the People's Republic of China (GACC) and the China State Administration for Market Regulation to support Cambodia in meeting international standards for the export of agro-products. The Ministry of Agriculture, Forestry and Fisheries, GACC and UNIDO signed a joint declaration in June 2019, which led to the establishment of a tripartite technical working group on export-related compliance issues.

Building on its long-standing experience in the development of SEZs, the Urban Planning and Design Institute of Shenzhen (UPDIS) of China is supporting Cambodia in the development a master plan for a multi-purpose SEZ in the province of Sihanoukville. The Government has committed over \$3 million in national funds towards this endeavour and is working with UNIDO to mobilize the resources for this master plan.

**Highlights of technical assistance and policy advisory services:** As part of the PCP priority area on agro-industry value chains, a large-scale fisheries programme was launched in 2019. UNIDO will support the Government in developing the fishery sector through a €16 million five-year programme funded by the EU (CAPFish). The new programme focuses on strengthening national control systems, increasing the capacities of the private sector to comply with international standards and market requirements, and enhancing overall business competitiveness. Industrial diversification, in particular through SEZs, is being supported through the partnership with the UPDIS of China. UPDIS conducted a preliminary study to develop the masterplan concept, which the Government subsequently approved. Other cross-cutting activities include skills development, the promotion of clean technologies, investment promotion activities, and ongoing industrial policy advice.

UNIDO's policy advice and technical expertise supported the Government in designing the next phase of Cambodia's Trade Integration Strategy covering the period 2019 to 2023, with a particular focus on quality infrastructure and conformity assessment services, skills development and e-commerce. PCP Cambodia is also supporting the Government in enhancing national capacities for policy design, monitoring and evaluation. This is being done through a capacity-building project of \$1.2 million funded by the Republic of Korea. A complementary project, funded by China, is helping to develop industrial statistics and monitor the PCP's contribution to the implementation of the national industrial development policy (IDP) and progress towards the Sustainable Development Goals (SDGs).

### Outlook for 2020

Priorities in 2020 include the operationalization of the PCP's national coordination body, the finalization and signing of the PCP Cambodia programme document, and the subsequent start of the implementation phase. Advancing the development of the master plan for the Sihanoukville province will be among the prioritized large-scale interventions of the PCP. Technical interventions and resource mobilization activities will continue, with new interventions to be developed in areas such as the tourism industry and digitalization for industrial diversification.

## PCP KYRGYZSTAN

### Progress in 2019

**Approval of the national industrial development strategy:** On 27 September 2019, the Prime Minister of Kyrgyzstan signed a government decree approving the new Sustainable Industrial Development Strategy for 2019–2023 and its accompanying Action Plan, both developed with the support of UNIDO.

**Revision of the PCP Kyrgyzstan programme document and alignment of priority areas:** The draft PCP Kyrgyzstan programme document was revised in line with the new priorities of the Strategy. UNIDO submitted the revised programme document to the Government for approval in November 2019.

PCP Kyrgyzstan will focus on five prioritized sectors: (i) Energy; (ii) Agro-processing with a focus on food and beverages; (iii) Construction materials; (iv) Textiles and apparel; and (v) Sustainable tourism. In addition, it will address cross-cutting issues such as institutional capacity-building, access to finance and investment promotion, export promotion and quality infrastructure, regional development, environmental sustainability, and gender mainstreaming.

**Ongoing technical cooperation activities:** UNIDO is implementing several technical projects that align with the upcoming priority areas of the PCP Kyrgyzstan. An ongoing project focuses on the energy sector, in particular small-hydropower development. Another project seeks to improve market access for SMEs involved in the fruits value chain, as part of the Switzerland-funded Global Quality and Standards Programme. In addition, a UNIDO project has been strengthening linkages between the tourism industry and productive activities in the Issyk-Kul region over the last four years.

### Outlook for 2020

Next steps include the setting up of a national coordination body, the official signing of the programme document once approved by the government, and ongoing resource mobilization activities in view of starting implementation in 2020.

## PCPs IN EARLY PROGRAMING

## PCP CÔTE D'IVOIRE

### Background

In October 2018, the Executive Board of UNIDO approved the development of the PCP for Côte d'Ivoire. In March 2019, the Director General went on an official visit to Côte d'Ivoire 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, Amadou Gon Coulibaly.

## Progress in 2019

**National commitment and resource allocation:** In August 2019, the Prime Minister of Côte d'Ivoire, through an official letter to the UNIDO Director General, committed a national contribution of €120,000 to support the programming phase of the PCP. This commitment was reaffirmed on the occasion of UNIDO's Seventh Inclusive and Sustainable Industrial Development (ISID) Forum, held in November 2019, through a signing ceremony and an exchange of letters between the Director General and the Minister of Trade and Industry of Côte d'Ivoire.

**Governance and coordination:** A national coordination body (NCB) is being set up under the chairmanship of the Prime Minister's Office. The Government has endorsed the terms of reference for the NCB, which were developed with the support of UNIDO. The inter-ministerial composition of the NCB and private sector representation have been agreed upon.

In addition to the NCB, a Partner and Donor Working Group (PDWG) will be established. The Ministry of Economy and Finance and the Ministry of Trade and Industry will co-chair the PDWG, which will include technical and financial development partners, the private sector, financial institutions and United Nations entities. The government is reviewing the terms of reference of the PDWG.

**Partnerships and resource mobilization:** Partner engagement activities are ongoing, in particular with the following institutions: AfDB; Agence Française de Développement; EIB; the EU; West African Development Bank; and the World Bank. The PCP was also presented to the United Nations Country Team (UNCT). Once established, the PDWG will facilitate funds mobilization, coordination and synergy of partner interventions. A funds mobilization strategy is under development with the Ministry of Economy and Finance and the Ministry of Trade and Industry.

UNIDO signed joint declarations with 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 at the occasion of the Director General's visit to the country in March 2019. These partnership agreements will support the design, programming and implementation of the PCP.

**Programming initiated:** Based on consultations with the Government, four tentative PCP focus areas were identified to support the implementation of the country's National Development Plan (2017–2020) and Social Development Programme (2018–2020): (i) ISID governance, competitiveness and innovation; (ii) Eco-industrial parks; (iii) Agro-industry; and (iv) Circular economy. Cross-cutting interventions will comprise skills development, including skills related to Industry 4.0, and investment promotion.

## Outlook for 2020

In 2020, UNIDO will conduct a country diagnostic as part of the PCP's programming phase. The results of the diagnostic will help finalize the priority areas and develop a full-fledged PCP programme document. The national coordination mechanisms (NCB and PDWG) will be established and operationalized. In parallel, UNIDO will work closely with the government and the UNCT in the design of the upcoming United Nations Sustainable Development Cooperation Framework (2021–2025) and the next phase of the Government's National Development Plan (2021–2025), thus ensuring full alignment of the PCP.

## PCP EGYPT

### Background

In October 2018, the Executive Board of UNIDO approved the development of the PCP for Egypt. In December 2018, the Director General met with the President of Egypt, Abdel Fattah Al-Sisi, and other key stakeholders during an official visit to the country, during which the Government reaffirmed its full commitment to this new phase of collaboration with UNIDO. The Government of Egypt also pledged to allocate national funds to PCP programming. The PCP will support the national sustainable development strategy, "Egypt Vision 2030", and the implementation of its industrial roadmap for the period 2020–2025.

## Progress in 2019

**Governance and coordination:** The PCP inter-ministerial national coordination body (NCB) was established and held three meetings in the course of 2019. The Prime Minister's Office chairs the NCB, which is composed of representatives from all relevant ministries and national authorities.

**Programming:** UNIDO initiated the programming phase in 2019, in close collaboration with the Government of Egypt. A country diagnostic was conducted to define the priority areas of the PCP and guide the formulation of a

comprehensive programme document and related technical interventions. The results of the diagnostic will support the development of Egypt's industrial roadmap for the period 2020–2025. The diagnostic will be finalized early 2020.

Tentative priority areas for the PCP Egypt were identified as: (i) Industrial policy and governance; (ii) Investment promotion; (iii) Green industry; (iv) Smart cities and sustainable parks; (v) Sectoral value chains; and (vi) Industry 4.0. Egypt's regional integration will form a cross-cutting element of the PCP.

In December 2019, the Director General again met with the President of Egypt to discuss the PCP. They agreed to expedite the programming phase and move the PCP into implementation in early 2020.

**Partnerships and resource mobilization:** The PCP has engaged the United Nations development system, donors, financial institutions and the private sector from the onset of programming. UNIDO and the Government jointly organized several round tables in Egypt to raise awareness on the PCP and identify collaboration opportunities. In September 2019, the United Nations Resident Coordinator in Egypt and UNIDO hosted a workshop for representatives of the Afreximbank, the EBRD, IFAD, and the World Bank Group.

In June 2019, UNIDO organized a national consultation workshop that brought together the private sector, government institutions and academia to discuss cooperation opportunities. On the occasion of the Director General's mission to Egypt in December 2019, the President of the Federation of Egyptian Industries also indicated a strong interest in participating in the PCP.

### Outlook for 2020

The NCB is expected to validate the findings of the country diagnostic in early 2020. This will guide the development of a comprehensive programme document, which is expected to be signed by UNIDO and the Government of Egypt within the first quarter of 2020. UNIDO's PCP team will conduct missions to Egypt to formulate detailed technical interventions within PCP priority areas, in parallel to ongoing resource and partnership mobilization efforts.

## PCP RWANDA

### Background

In October 2018, the Executive Board of UNIDO approved the development of the PCP for Rwanda. The PCP will support the implementation of the National Strategy for Transformation (2017–2024) and the Government of Rwanda's "Vision 2050".

### Progress in 2019

**Programming initiated:** UNIDO conducted several missions to the country in the course of 2019 to discuss the PCP with the Government. The initial PCP request to UNIDO from June 2018 identified the proposed priority areas of the programme, however, following a reshuffle in the Government, there was a need to reconfirm the priorities of the PCP.

A PCP roadmap was developed and the tentative priority areas reconfirmed with the new administration. The proposed focus areas are: (i) Integrated agro-industrial parks, particularly for fruits and vegetables; (ii) Livestock value chain development; (iii) Garments; and (iv) Industry 4.0. Cross-cutting areas will include technological upgrading to leapfrog in the areas of industrialization, circular economy, and quality control and enhancement. UNIDO has established a multi-disciplinary PCP team to formulate the programme.

**Governance and coordination:** Discussions were held with the Government on the national coordination structure and its composition, as well as on national in-kind and financial resource allocations to the PCP. Three levels of coordination were identified for the PCP: (i) Ministerial-level coordination through a National Steering Committee; (ii) Specific task forces with a strong private sector presence; and (iii) Project steering committees. The PCP coordination and steering structure will provide strategic direction and oversee overall implementation of PCP activities, coordination of resource mobilization efforts, and the sequencing and prioritization of programme activities.

The Government of Rwanda has committed in-kind contributions to PCP programming as well as funding for the realization of the integrated-agro industrial parks. In November 2019, Rwanda's Minister of Trade and Industry met with the UNIDO PCP Rwanda Programme Manager to discuss the way forward. The Government expressed its commitment to allocate the required resources for infrastructure development and strengthening coordination efforts for industrialization in the country.

**Partnerships and resource mobilization:** A number of partners have already expressed their interest to support the PCP Rwanda, including: the AfDB, the Government of China, the Government of the United Kingdom of Great Britain and Northern Ireland, the EU, the Republic of Korea, and United Nations Development Programme (UNDP).

UNIDO is an active member of the UNCT in Rwanda and acts as co-chair of the Economic Transformation Results Group, along with UNDP. The PCP for Rwanda will align with and support the United Nations Development Assistance Plan for 2018–2023.

### Outlook for 2020

In 2020, UNIDO will conduct a country diagnostic, which will help to finalize the PCP priority areas and develop a programme document. UNIDO will organize formulation missions to Rwanda to finalize the programming phase and identify synergies and resource mobilization opportunities with various partners. The national coordination body is expected to be formally established by mid-2020.

## PCP ZAMBIA

### Background

In October 2018, the Executive Board of UNIDO approved the development of the PCP for Zambia. The PCP will support the implementation of the Seventh National Development Plan (2017–2021), its national industrial policy, and the Government of Zambia’s “Vision 2030”, which aims to transform Zambia into a middle-income nation by 2030.

### Progress in 2019

**Programming initiated:** UNIDO conducted several missions to the country in the course of 2019 to discuss the PCP with the Government and partners, and identify tentative PCP areas. UNIDO also held regular consultations with the Permanent Mission of Zambia to the United Nations Office and other international organizations in Geneva.

Three tentative PCP priority areas were identified: (i) Improving the policy environment; (ii) Industrial skills development; and (iii) Promoting value addition in light manufacturing.

**Governance and coordination:** Discussions were held with the Government on the national coordination body (NCB) and its composition. The NCB will include all relevant ministries as well as the Central Statistics Office, the Zambia Development Agency, and the national Chamber of Commerce and Industry. The Government has committed in-kind and financial resources towards the PCP.

**Partnerships and resource mobilization:** There is a significant potential for resource mobilization in Zambia and discussions with potential PCP partners have been ongoing. This includes the AfDB, IFAD, Swedish International Development Agency (SIDA), and World Bank.

The OPEC Fund for International Development and China are jointly supporting the development of Zambia’s energy sector through an existing UNIDO project focused on upscaling hydropower and solar renewable energy. A strong partnership already exists with SIDA and the Volvo Group as part of an ongoing public-private partnership project supporting the Zambian Industrial Training Academy.

### Outlook for 2020

In 2020, UNIDO will conduct a country diagnostic, which will help to finalize the PCP priority areas and develop a programme document. The national coordination body is expected to be established in the first quarter of 2020. The EU-funded regional investment programme, which includes Zambia as part of the ACP states, will launch in early 2020.

In terms of industrial policy advice, UNIDO will follow-up on the Government’s requests to support the formulation and implementation of a national strategy for the pharmaceutical sector, the revision of the existing policy on the development of micro, small and medium enterprises, and the establishment of a national Industrial Statistics Observatory.

**APPENDIX F****APPOINTMENTS OF INDIVIDUAL SERVICE AGREEMENT (ISA) HOLDERS<sup>1</sup>**

Table 1  
Appointments/contracts of ISA holders by Lists of States<sup>2</sup> and gender

<i>Lists of States</i>	<i>Number of appointments</i>		<i>Total</i>
	<i>Female</i>	<i>Male</i>	
List A	769	1,547	2,316
List B	319	383	702
List C	220	210	430
List D	209	180	389
Other	126	328	454
GRAND TOTAL	1,643	2,648	4,291

<sup>1</sup> The figures listed reflect the records available as of 15 January 2020 for the period 1 January to 31 December 2019.

<sup>2</sup> Refers to Lists of States in Annex I to the Constitution of UNIDO (PBC.35/15/Rev.1).

Table 2  
Appointments/contracts of ISA holders by country/area/territory

<i>Country/area/territory</i>	<i>Number of appointments</i>	<i>Country/area/territory</i>	<i>Number of appointments</i>
<b>Nationality</b>		<b>Nationality</b>	
Afghanistan	13	Grenada	3
Albania	13	Guatemala	2
Algeria	16	Guinea	24
Argentina	21	Guinea-Bissau	6
Armenia	45	Guyana	1
Australia	16	Honduras	2
Austria	196	Hungary	10
Azerbaijan	1	India	171
Bahrain	7	Indonesia	51
Bangladesh	10	Iran (Islamic Republic of)	38
Barbados	1	Iraq	27
Belarus	18	Ireland	21
Belgium	12	Israel	4
Benin	27	Italy	198
Bolivia (Plurinational State of)	16	Japan	45
Bosnia and Herzegovina	9	Jordan	42
Botswana	3	Kazakhstan	8
Brazil	54	Kenya	54
Bulgaria	12	Kyrgyzstan	21
Burkina Faso	15	Lao People's Democratic Republic	9
Burundi	5	Latvia	2
Cabo Verde	8	Lebanon	71
Cambodia	32	Liberia	36
Cameroon	14	Libya	5
Canada	42	Lithuania	2
Chad	1	Luxembourg	4
Chile	15	Madagascar	27
China	79	Malawi	4
Colombia	107	Malaysia	30
Costa Rica	2	Mali	5
Côte d'Ivoire	79	Malta	6
Croatia	13	Mauritania	5
Cuba	11	Mauritius	6
Czechia	10	Mexico	63
Democratic Republic of the Congo	27	Mongolia	23
Denmark	11	Montenegro	9
Dominican Republic	7	Morocco	65
Ecuador	13	Mozambique	7
Egypt	102	Myanmar	23
El Salvador	6	Namibia	12
Ethiopia	142	Nepal	9
Finland	8	Netherlands	35
France	103	New Zealand	1
Gabon	9	Nicaragua	27
Gambia (the)	14	Niger	10
Georgia	8	Nigeria	61
Germany	85	North Macedonia	44
Ghana	57	Norway	5
Greece	13	Pakistan	61

<i>Country/area/territory</i>	<i>Number of appointments</i>	<i>Country/area/territory</i>	<i>Number of appointments</i>
<b>Nationality</b>		<b>Nationality</b>	
Panama	1	State of Palestine	16
Paraguay	6	Sudan	98
Peru	28	Sweden	17
Philippines	44	Switzerland	11
Poland	11	Syrian Arab Republic	9
Portugal	14	Tajikistan	16
Republic of Korea	20	Thailand	17
Republic of Moldova	5	Togo	16
Romania	23	Trinidad and Tobago	2
Russian Federation	77	Tunisia	125
Rwanda	25	Turkey	29
Saint Vincent and the Grenadines	1	Turkmenistan	4
Senegal	49	Uganda	43
Serbia	46	Ukraine	33
Seychelles	4	United Kingdom of Great Britain and Northern Ireland	83
Sierra Leone	18	United Republic of Tanzania	18
Singapore	3	United States of America	50
Slovakia	8	Uruguay	16
Slovenia	2	Vanuatu	1
Somalia	40	Venezuela (Bolivarian Republic of)	25
South Africa	57	Viet Nam	60
South Sudan	89	Yemen	5
Spain	38	Zambia	19
Sri Lanka	42	Zimbabwe	4
		<b>Grand Total</b>	<b>4,291</b>

## APPENDIX G

### AGREEMENTS AND OTHER ARRANGEMENTS CONCLUDED BY UNIDO IN 2019<sup>3</sup>

#### I. States<sup>4,5</sup>

##### **Cambodia**

*Joint declaration by UNIDO, the Ministry of Agriculture, Forestry and Fisheries of the Kingdom of Cambodia and the General Administration of Customs of the People's Republic of China, signed on 17 June 2019.*

##### **China**

*Memorandum of understanding between UNIDO, the Ministry of Water Resources and the Standardization Administration of the People's Republic of China, signed on 26 April 2019.*

*Memorandum of understanding on enhancing cooperation between UNIDO and the General Administration of Customs of the People's Republic of China, signed on 26 April 2019.*

*Agreement between UNIDO and the Government of the People's Republic of China regarding the implementation of a project entitled "Capacity building for upgrading the livestock value chain in Ethiopia", signed on 21 and 31 May 2019.*

##### **Dominican Republic**

*Agreement between UNIDO and the Government of the Dominican Republic regarding settlement of outstanding assessed contributions under a payment plan, signed on 13 May 2019.*

##### **Ethiopia**

*Agreement between UNIDO and the Government of Ethiopia regarding the implementation of a project in Ethiopia entitled "Capacity development for sustainable agro-industrialization", signed on 11 October 2019.*

*Joint declaration by UNIDO, the Ministry of Agriculture of Ethiopia and the General Administration of Customs of the People's Republic of China regarding the cooperation on agribusiness development of Ethiopia, signed on 14 November 2019.*

##### **Germany**

*Arrangement between UNIDO and the Government of the Federal Republic of Germany regarding the implementation of a project entitled "Inclusive and sustainable industrial development for job creation in Ethiopia and Senegal", signed on 26 November 2019.*

*Exchange of letters extending the agreement between UNIDO and the Government of the Federal Republic of Germany regarding UNIDO Investment and Technology Promotion Office (ITPO) Germany, signed on 26 November 2019.*

##### **India**

*Trust fund agreement between UNIDO and the Department of Science and Technology regarding the implementation of a project entitled "India innovation and systems survey 2019", signed on 9 October 2019.*

##### **Iran (Islamic Republic of)**

*Joint declaration by the Director General of UNIDO and the Minister of Information and Communications Technology of the Islamic Republic of Iran, signed on 12 April 2019.*

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<sup>3</sup> This list contains signed Agreements or Arrangements deposited with the Office of Legal Affairs of UNIDO for safe-keeping as at 30 January 2020. Amendments to existing Agreements or Arrangements are not included unless the amendment reflects substantive changes.

<sup>4</sup> Including governments and regional governments or provinces.

<sup>5</sup> Multilateral agreements and arrangements are listed under the name of the State party coming first using the English alphabet.

*Joint declaration by the Director General of UNIDO and the Mayor of Tehran regarding joint cooperation on sustainable urban-industrial development, signed on 3 September 2019.*

### **Italy**

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of Italy regarding the implementation of a project entitled “Strengthening craft and design value chains in Tunisia”, signed on 24 January 2019.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of Italy regarding the implementation of a project in Mozambique entitled “Improving inclusive and sustainable agro value chains development, including the Ibo specialty coffee one, of Cabo Delgado Province through public private partnership approach”, signed on 24 January 2019.*

*Trust fund agreement between UNIDO and the Ministry for the Environment, Land and Sea of Italy regarding the implementation of a project entitled “Fostering international partnerships between companies and/or institutions operating in the energy and environment sector”, signed on 1 April 2019.*

### **Japan**

*Trust fund agreement between UNIDO and the Ministry of Economy, Trade and Industry of Japan regarding the implementation of a project entitled “Joint UNEP-UNIDO Programme to host and manage the Climate Technology Centre and Network (CTCN)”, signed on 28 February 2019.*

*Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of projects in Ethiopia, Gabon, Iraq, Iran (Islamic Republic of), Lebanon, Liberia, South Sudan, the State of Palestine and the Syrian Arab Republic, signed on 26 February and 4 March 2019.*

*Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “Study on available sustainable alternative materials to plastics, and innovative packaging and recycling technologies that meet market needs in Africa to reduce plastics leakages to the environment”, signed on 1 and 4 July 2019.*

*Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project in South Africa entitled “Support for transitioning from conventional plastics to more environmentally sustainable alternatives”, signed on 26 July 2019.*

*Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “The project for agri-food and agro-industry development assistance in Pakistan”, signed on 5 August 2019.*

*Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project in Uganda entitled “Project for development of the construction equipment operator training centre”, signed on 8 August 2019.*

### **Morocco**

*Administrative arrangement between UNIDO and the Ministry of Industry, Investment, Trade and Digital Economy of Morocco regarding the special purpose contributions to the Industrial Development Fund on Programme for Country Partnership (PCP) for Morocco, signed on 26 March 2019.*

### **Norway**

*Administrative agreement between UNIDO and the Norwegian Ministry of Foreign Affairs regarding the implementation of a project entitled “Hosting and managing of the Private Financing Advisory Network (PFAN)”, signed on 3 December 2019.*

*Administrative agreement between UNIDO and the Norwegian Ministry of Foreign Affairs regarding the implementation of a project entitled “Integrated approach towards sustainable plastics use and (marine) litter prevention in Bangladesh”, signed on 4 and 6 December 2019.*

**Peru**

*Implementation agreement between UNIDO and the Ministry of Production of Peru regarding the implementation of a project entitled “Sustainable industrial zone development in Peru”, signed on 4 November 2019.*

**Peru and Switzerland**

*Joint declaration by the Director General of UNIDO, the Ambassador of Switzerland and the Minister of Production of Peru regarding eco-industrial parks development in Peru, signed on 11 June 2019.*

**Republic of Korea**

*Trust fund arrangement between UNIDO and the Ministry of Foreign Affairs of the Republic of Korea regarding the implementation of a project entitled “Developing sustainable settlements for Afghan refugees in the Islamic Republic of Iran”, signed on 14 August 2019.*

*Joint declaration by the Director General of UNIDO, the Minister of Trade, Industry and Energy of the Republic of Korea, and others regarding the framework for cooperation on eco-industrial parks and eco-friendly urbanization, signed on 6 November 2019.*

**Russian Federation**

*Joint declaration by the Director General of UNIDO and the Deputy Chairperson of the Federation Council of the Federal Assembly of the Russian Federation, signed on 4 June 2019.*

*Memorandum of understanding between UNIDO and the Ministry of Industry and Trade of the Russian Federation regarding the arrangements for the Global Manufacturing and Industrialization Summit (GMIS) 2019, signed on 4 July 2019.*

**Rwanda**

*Joint declaration by the Deputy to the Director General of UNIDO and the Minister of Information, Communication Technology and Innovation of Rwanda, signed on 29 August 2019.*

**Sao Tome and Principe**

*Agreement between UNIDO and the Government of Sao Tome and Principe regarding the implementation of a project entitled “Entrepreneurship curriculum programme for the youth of Sao Tome and Principe”, signed on 31 October and 9 December 2019.*

**Sweden**

*Agreement between UNIDO and Sweden regarding the implementation of a project entitled “Energy efficient lighting and appliances project in Southern and Eastern Africa”, signed on 29 May and 10 June 2019.*

*Agreement between UNIDO and Sweden regarding the implementation of a project entitled “Zambian Industrial Training Academy (ZAMITA) – Public private development partnership (PPDP) phase II”, signed on 8 October 2019.*

**Switzerland**

*Letter of agreement between UNIDO and the Swiss Federal Council regarding the implementation of a project entitled “Energy districts in Colombia - phase II”, signed on 13 and 16 September 2019.*

*Letter of agreement between UNIDO and the Swiss Federal Council regarding the implementation of a project entitled “Market access facilitation for typical agrifood products, phase II - Tunisia”, signed on 8 and 18 November 2019.*

*Agreement between UNIDO and the Federal Department of Foreign Affairs of Switzerland regarding the implementation of a project entitled “Inclusive green growth in Egypt”, signed on 4 December 2019.*

**United Arab Emirates**

*Agreement between UNIDO and the Government of the United Arab Emirates relating to the arrangements for the eighteenth session of the General Conference of UNIDO, signed on 15 and 29 August 2019.*

## II. The United Nations, its funds, programmes, specialized and related agencies

### United Nations (UN)

*Memorandum of understanding between the participating UN Organizations and the United Nations Development Programme (UNDP) regarding the operational aspects of a UN Multi-Partner Trust Fund for Somalia (Somalia UN MPTF), signed by UNIDO on 4 April 2019.*

*Memorandum of understanding between the participating UN Organizations and UNDP regarding the operational aspects of the Start-up Fund for Safe, Orderly and Regular Migration (Migration MPTF), signed by UNIDO on 16 May 2019.*

*Memorandum of understanding between the participating UN Organizations and UNDP regarding the operational aspects of the Joint Fund for the 2030 Agenda: Integrated policy support to advance the SDGs, signed by UNIDO on 3 June 2019.*

*Memorandum of understanding between the participating UN Organizations and Multi-Partner Trust Fund Office regarding the operational aspects of a project entitled “Apoyo a la Eficiencia Energética (EE) y a la promoción de las Fuentes Renovables de Energía en Función del Desarrollo Local (FRE-DL) in Cuba”, signed on 9 and 15 July 2019.*

### Food and Agriculture Organization of the United Nations (FAO)

*Contribution agreement between UNIDO and FAO regarding the implementation of a project entitled “Accelerator for agriculture and agroindustry development and innovation plus”, signed on 17 and 18 December 2019.*

*Contribution agreement between UNIDO and FAO regarding the implementation of a project entitled “Opportunities for youth in Africa”, signed on 19 and 20 December 2019.*

*Contribution agreement between UNIDO and FAO regarding the implementation of a project entitled “Agrinvest tools and mechanisms for blended partnerships”, signed on 19 and 20 December 2019.*

### United Nations Development Programme (UNDP)

*Contribution agreement between UNIDO and UNDP regarding the implementation of a project entitled “Community resilience and development through skills and value addition in South Sudan”, signed on 15 August 2019.*

*Contribution agreement between UNIDO and UNDP regarding the implementation of a project entitled “Evaluation of special exporting zones in Brazil”, signed on 21 and 23 October 2019.*

### United Nations Economic Commission for Europe (UNECE)

*Contribution agreement between UNIDO and UNECE regarding the implementation of a project entitled “The European Union for environment (EU4Environment) action”, signed on 4 and 10 April 2019.*

*Contribution agreement between UNIDO and UNECE regarding the implementation of a project entitled “Economic empowerment of women in green industry”, signed on 12 and 22 November 2019.*

### United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

*Memorandum of understanding between UNIDO and UN-Women regarding the implementation of a project in Egypt entitled “Women’s economic empowerment for inclusive and sustainable growth”, signed on 28 March 2019.*

### United Nations Environment Programme (UNEP)

*Contribution agreement between UNIDO and UNEP regarding the implementation of a project entitled “SwitchMed II – output 4: Support the implementation of the sustainable consumption and production national action plans”, signed on 4 and 25 April 2019.*

*Contribution agreement between UNIDO and UNEP regarding the implementation of a project entitled “The European Union for environment (EU4Environment) action”, signed on 1 and 18 July 2019.*

**United Nations Framework Convention on Climate Change (UNFCCC)**

*Joint declaration by the Director General of UNIDO and the Deputy Executive Secretary of UNFCCC regarding the 2030 Agenda for Sustainable Development and the Paris Agreement, signed on 11 December 2019.*

**United Nations Institute for Training and Research (UNITAR)**

*Contribution agreement between UNIDO and UNITAR regarding the implementation of a project entitled “National action plan on mercury in the artisanal and small-scale mining sector in Angola”, signed on 20 December 2019.*

*Contribution agreement between UNIDO and UNITAR regarding the implementation of a project entitled “Enabling activities to conduct Minamata Convention initial assessment (MIA) for Rwanda”, signed on 20 and 23 December 2019.*

*Contribution agreement between UNIDO and UNITAR regarding the implementation of a project entitled “National action plan on mercury in the artisanal and small-scale mining sector in Rwanda”, signed on 20 and 27 December 2019.*

**United Nations Office for South-South Cooperation (UNOSSC)**

*Contribution agreement between UNIDO and UNOSSC regarding the implementation of a project in St. Vincent and the Grenadines entitled “Arrowroot industry modernization for sustainable and climate resilient rural livelihoods”, signed on 10 September 2019.*

**United Nations Population Fund (UNFPA)**

*Contribution agreement between UNIDO and UNFPA regarding the implementation of a project entitled “Social and economic empowerment of women in decentralized municipalities of Dakar”, signed on 1 July 2019.*

*Funding agreement between UNIDO and UNFPA regarding the implementation of a project in South Sudan entitled “Addressing child and women abductions for community cohesion and peace consolidation in Boma State”, signed on 23 and 27 September 2019.*

**III. Other intergovernmental organizations****Arab Bank for Economic Development in Africa (BADEA)**

*Sponsorship agreement between UNIDO and BADEA regarding the eighteenth session of the General Conference and the World Entrepreneurs Investment Forum 2019, signed on 24 October 2019.*

**Central Asia Regional Economic Cooperation (CAREC) Institute**

*Service contribution agreement between UNIDO and CAREC regarding the implementation of a project in Mongolia entitled “Promoting economic diversification in the CAREC region”, signed on 5 and 16 April 2019.*

**European Union (EU)**

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Enhancing business intermediary organization support services for micro-small and medium enterprises (MSMEs) competitiveness in Paraguay”, signed on 28 and 29 June 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Coordination of the integrated agro-industrialization process in Ethiopia – PROSEAD component 5”, signed on 16 July 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Strengthening craft and design value chains in Tunisia”, signed on 9 and 18 July 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “MOUSTADAMA: Promoting an energy-sustainable Palestinian industry”, signed on 16 and 26 July 2019.*

*Delegation agreement between UNIDO and the EU regarding the implementation of a project entitled “Support programme for the energy sector in Cuba – Energy efficiency”, signed on 18 June and 26 July 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project in Guinea entitled “Revitalizing the pineapple industry (REFILA)”, signed on 10 July and 1 August 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project in Cambodia entitled “CAPFISH capture – Post harvest fisheries development”, signed on 22 and 30 August 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project in Colombia entitled “Rural development and empowerment of the Communitarian Councils of Medio Atrato through the sustainable use of natural and mineral resources”, signed on 29 November and 6 December 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Parliamentary action on renewable energy (PARE)”, signed on 27 November and 9 December 2019.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Improving the competitiveness of the mango industry in Guinea-Bissau: production, local processing and export support”, signed on 19 and 30 December 2019.*

#### **International Coffee Organization (ICO)**

*Joint declaration by a representative of UNIDO and the Executive Director of ICO, signed on 16 May 2019.*

#### **International Islamic Trade Finance Corporation (ITFC)**

*Joint declaration by the Director General of UNIDO and the CEO of ITFC, signed on 8 March 2019.*

#### **International Renewable Energy Agency (IRENA)**

*Joint declaration by the Director General of UNIDO and the Director General of IRENA regarding institutional partnership, signed on 22 September 2019.*

#### **Standardization Organization of the Cooperation Council for the Arab States of the Gulf (GSO)**

*Relationship agreement between UNIDO and GSO, signed on 14 March and 4 April 2019.*

#### **West African Health Organization (WAHO)**

*Relationship agreement between UNIDO and WAHO, signed on 27 May 2019.*

*Financial agreement for technical assistance between UNIDO and WAHO regarding the implementation of a project entitled “Inception phase for the Economic Community of West African States (ECOWAS) comprehensive pharmaceutical manufacturing industry development programme”, signed on 14 and 23 December 2019.*

### **IV. National organizations**

#### **Austrian Development Agency (ADA), Austria**

*Agreement between UNIDO and ADA regarding the implementation of a project entitled “Promoting inclusive and sustainable industrial development through an active UNIDO membership in the Donor Committee for Enterprise Development”, signed on 1 January and 29 May 2019.*

*Agreement between UNIDO and ADA regarding the implementation of a project entitled “Preparatory phase for the Global Network of Regional Sustainable Energy Centres Platform”, signed on 5 and 11 December 2019.*

#### **Belgian Development Agency (ENABEL), Belgium**

*Cooperation agreement between UNIDO and ENABEL regarding the implementation of a project entitled “Feasibility study and business plan for setting up an integrated and competitive agro-pole in Senegal in the Centre region” signed on 6 December 2019.*

#### **Chamber of Commerce and Industry of Côte d’Ivoire (CCI-CI), Côte d’Ivoire**

*Joint declaration by the Director General of UNIDO and the President of CCI-CI, signed on 28 March 2019.*

**China Scholarship Council (CSC), China**

*Letter of agreement between UNIDO and CSC regarding the UNIDO Internship Programme, signed on 8 March 2019.*

**Colombian Trust of Foreign Trade (FIDUCOLDEX S.A.), Colombia**

*Trust fund agreement between UNIDO and FIDUCOLDEX regarding the implementation of a project in Colombia entitled “Quality programme for the chemical value chain”, signed on 19 July 2019.*

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Germany**

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Identification and analysis of the fruits and vegetables sector potentialities in Togo”, signed on 28 May and 10 June 2019.*

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Enabling investments towards eco-industrial parks in Nigeria and South Africa”, signed on 5 and 10 September 2019.*

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Private-public dialogue on the future of manufacturing in Africa”, signed on 28 August and 22 October 2019.*

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “National Resource Efficient and Cleaner Production (RECP) programme Indonesia”, signed on 30 September and 30 October 2019.*

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Industrial analytics platform (phase II)”, signed on 15 and 26 November 2019.*

**Export-Import Bank of China (EXIMBANK), China**

*Memorandum of agreement between UNIDO and EXIMBANK regarding the UNIDO Partner-Expert Programme, signed on 18 October 2019.*

**Federal Environmental, Industrial and Nuclear Supervision Service (Rostekhnadzor), Russian Federation**

*Memorandum on cooperation between UNIDO and Rostekhnadzor, signed on 30 May 2019.*

**Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO), Japan**

*Memorandum of agreement between UNIDO and IDE-JETRO regarding the UNIDO Partner-Expert Programme, signed on 13 May and 21 June 2019.*

**Japan International Cooperation Agency (JICA), Japan**

*Grant agreement between UNIDO and JICA regarding the implementation of a project entitled “The project for agri-food and agro-industry development assistance in Pakistan”, signed on 5 August 2019.*

**Kenya Industrial Research and Development Institute (KIRDI), Kenya**

*Letter of agreement between UNIDO and KIRDI regarding the establishment of the information and best practice platform on waste-to-energy technologies, signed on 15 August 2019.*

**Korea International Cooperation Agency (KOICA), Republic of Korea**

*Trust fund agreement between UNIDO and KOICA regarding the implementation of a project entitled “Business innovation and enhancement of international competitiveness of micro, small and medium enterprises in Colombia”, signed on 24 and 29 July 2019.*

*Trust fund agreement between UNIDO and KOICA regarding the implementation of a project entitled “Joint capacity development programme with Korea International Cooperation Agency”, signed on 20 and 30 September 2019.*

**Norwegian Agency for Development Cooperation (NORAD), Norway**

*Administrative agreement between UNIDO and NORAD regarding the implementation of a project entitled “Quality market access programme (GMAP)”, signed on 29 November 2019.*

**Urban Planning and Design Institute of Shenzhen (UPDIS), China**

*Memorandum of understanding on cooperation between UNIDO and the Urban Planning and Design Institute of Shenzhen, signed on 4 November 2019.*

**V. Other entities****AB Volvo, Sweden**

*Project implementation agreement between UNIDO and Volvo regarding a vocational school programme to enhance youth employability and increase road safety in the Kingdom of Morocco, signed on 12 November 2018 and 30 January 2019.*

**Africa Enterprise Challenge Fund (AECF), Kenya**

*Memorandum of understanding on cooperation between UNIDO and AECF, signed on 29 April 2019.*

**Alliance for Rural Electrification (ARE), Belgium**

*Memorandum of understanding between UNIDO and ARE, signed on 23 January 2019.*

**American International Group, Inc. (AIG), United States of America**

*Sponsorship agreement between UNIDO and AIG regarding the event “Bridge for Cities 4.0”, signed on 24 May 2019.*

**Asia-Pacific Finance and Development Institute (AFDI), China**

*Memorandum of understanding on cooperation between UNIDO and AFDI, signed on 13 May 2019.*

**Bulgarian Industrial Capital Association (BICA), Bulgaria**

*Memorandum of understanding on cooperation between UNIDO and BICA, signed on 17 October 2019.*

**Central European University (CEU), Hungary**

*Letter of agreement between UNIDO and CEU regarding the UNIDO Internship Programme, signed on 10 October 2019.*

**China Industrial Design Association (CIDA), China**

*Memorandum of agreement between UNIDO and CIDA regarding the UNIDO Partner-Expert Programme, signed on 29 March 2019.*

**ClimateWorks Foundation, United States of America**

*Trust fund agreement between UNIDO and the ClimateWorks Foundation regarding the implementation of a project entitled “Private Financing Advisory Network - Sub-programme for energy efficiency in clean cooling solutions”, signed on 22 and 24 May 2019.*

**Deutsche Messe AG (DMAG), Germany**

*Memorandum of understanding on cooperation between UNIDO and Deutsche Messe AG, signed on 1 April 2019.*

**Deutsche Messe AG (DMAG), Germany and Global Manufacturing Organisation Limited (GMOL), United Arab Emirates**

*Memorandum of understanding on cooperation between UNIDO, DMAG and GMOL, signed on 1 April 2019.*

**Enactus, United States of America**

*Joint declaration by the Director General of UNIDO and the President and CEO of Enactus, signed on 13 and 25 November 2019.*

**Eni S.p.A., Italy**

*Joint declaration by the Director General of UNIDO and the CEO of Eni, signed on 17 July 2019.*

**Federation of Ivorian Small and Medium Enterprises (FIPME), Côte d’Ivoire**

*Joint declaration by the Director General of UNIDO and the Chairman of FIPME, signed on 28 March 2019.*

**Femmes Chefs d'Entreprises Mondiales (FCEM), France**

*Joint declaration by a representative of UNIDO and the Global President of FCEM, signed on 21 November 2019.*

**Festo Didactic SE, Germany**

*Joint declaration by the Director General of UNIDO and representatives of Festo Didactic, signed on 1 April 2019.*

**Future Food Institute (FFI), Italy**

*Joint declaration by the Head of the UNIDO Investment and Technology Promotion Office in Italy (ITPO Italy) and the Founder and Executive Director of FFI regarding the initiative to foster the promotion of sustainable technologies and best practices in developing countries, signed on 9 January 2019.*

**General Confederation of Enterprises of Côte d'Ivoire (CGECI), Côte d'Ivoire**

*Joint declaration by the Director General of UNIDO and the Chairman of CGECI, signed on 28 March 2019.*

**Global Manufacturing Organisation Limited (GMOL), United Arab Emirates**

*Memorandum of agreement between UNIDO and GMOL regarding the UNIDO Partner-Expert Programme, signed on 12 February 2019.*

**Hewlett Packard (HP) Foundation, United States of America**

*Grant agreement between UNIDO and HP Foundation regarding the HP LIFE programme in Morocco and Zambia, signed on 10 and 23 October 2019.*

**Huawei Technologies Co., Ltd., China**

*Joint declaration by the Director General of UNIDO and the Vice President of Huawei Technologies, signed on 3 November 2019.*

**IHE Delft Institute for Water Education, Netherlands**

*Joint declaration by the Director General of UNIDO and the Business Director of IHE Delft Institute for Water Education, signed on 25 November and 2 December 2019.*

**Impact Finance Organization (imfino), Austria**

*Joint declaration by the Managing Director of PTC, UNIDO and the Managing Director of imfino, signed on 9 January 2019.*

**Kiel Institute for the World Economy (IfW), Germany**

*Memorandum of understanding between UNIDO and IfW, signed on 19 November 2019.*

**Link Campus University, Italy**

*Joint declaration by the Head of UNIDO ITPO Italy and the President of Link Campus University regarding the initiative to foster the promotion of sustainable technologies and best practices in developing countries, signed on 10 January 2019.*

**Mitsui & Co. Ltd., Japan**

*Memorandum of understanding on cooperation between UNIDO and Mitsui, signed on 7 October 2019.*

**Moroccan Agency for Sustainable Energy (MASEN), Morocco**

*Memorandum of understanding on cooperation between UNIDO and MASEN, signed on 5 November 2019.*

**National Society of Industries (SNI), Peru**

*Joint declaration by the Director General of UNIDO and the President of SNI, signed on 12 June 2019.*

**NEC Corporation, Japan**

*Memorandum of understanding on cooperation between UNIDO and NEC, signed on 27 August 2019.*

**Norilsk Nickel, Russian Federation**

*Joint declaration by the Director General of UNIDO and the Vice President of Norilsk Nickel, signed on 4 November 2019.*

**Société Générale de Surveillance SA (SGS), Switzerland**

*Memorandum of understanding on cooperation between UNIDO and SGS, signed on 27 May 2019.*

**University of National and World Economy (UNWE), Bulgaria**

*Joint declaration by the Director General of UNIDO and the Rector of UNWE, signed on 4 and 10 April 2019.*

**Vienna School of International Studies, Austria**

*Letter of agreement between UNIDO and Vienna School of International Studies regarding the UNIDO Internship Programme, signed on 13 February 2019.*

**Vienna University of Economics and Business (WU Wien), Austria**

*Joint declaration by the Director General of UNIDO and the Rector of Vienna University of Economics and Business, signed on 17 September 2019.*

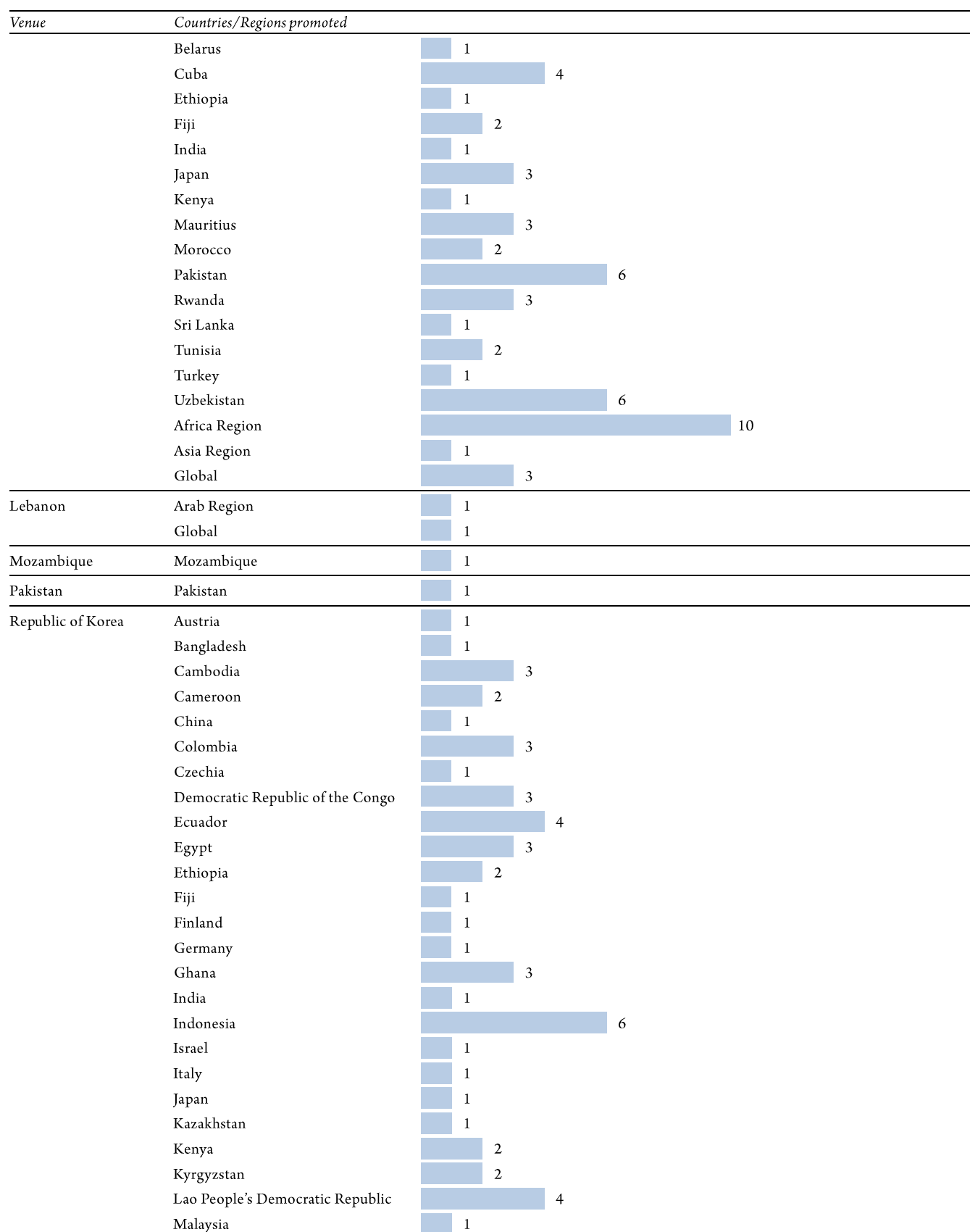
**World Alliance for Efficient Solutions (World Alliance), Switzerland**

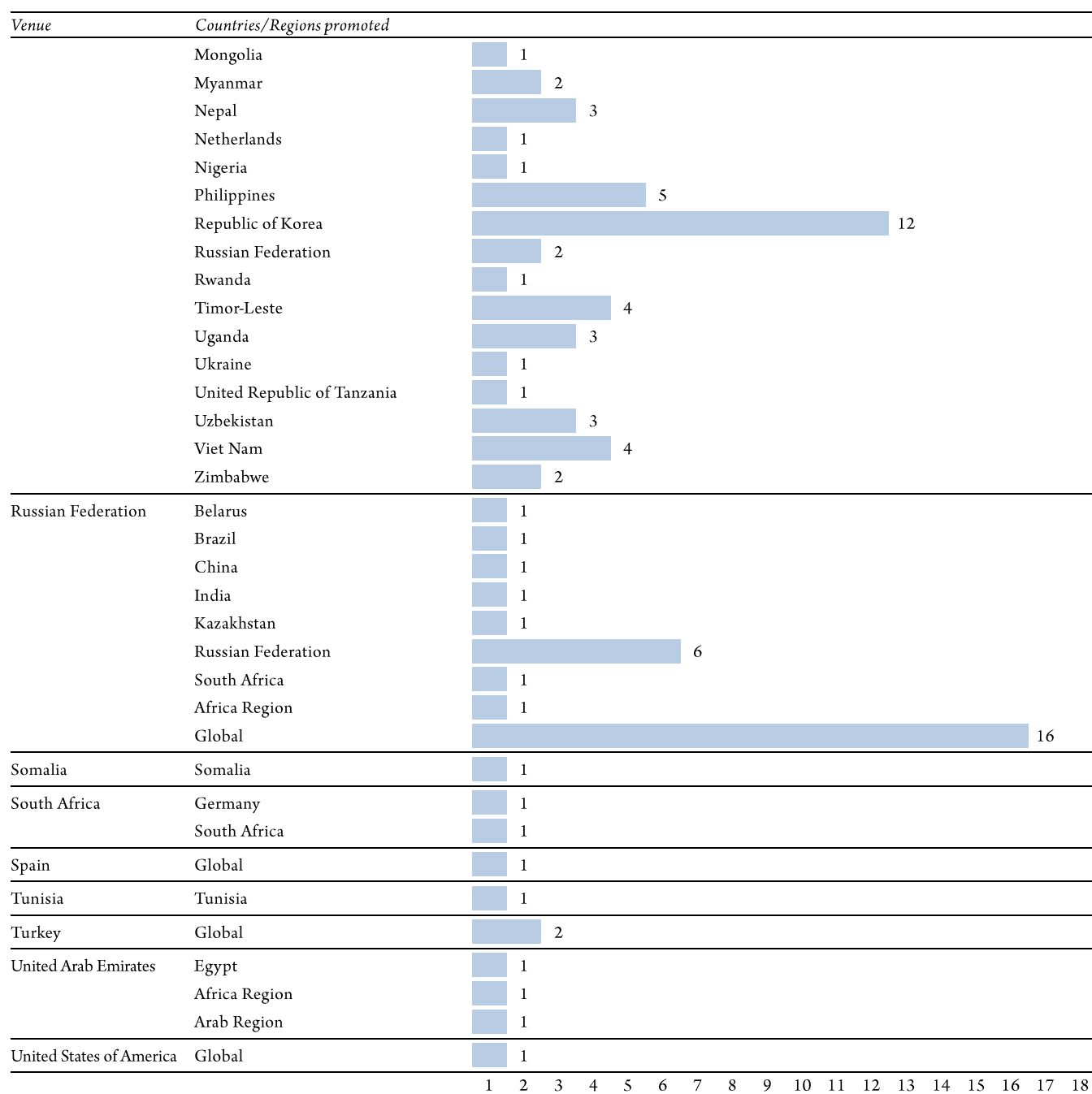
*Memorandum of understanding on cooperation between UNIDO and World Alliance, signed on 28 May 2019.*

## APPENDIX H

COUNTRY PROMOTION PRESENTATIONS/SEMINARS ORGANIZED BY INVESTMENT  
AND TECHNOLOGY PROMOTION OFFICES (ITPOs) IN 2019

<i>Venue</i>	<i>Countries/Regions promoted</i>	
Austria	Global	3
Bahrain	Bahrain	1
	Arab Region	2
	Middle East and North Africa (MENA)	1
	Global	5
China	China	6
	Global	4
Cuba	Cuba	2
Egypt	Arab Region	1
Ethiopia	Ethiopia	2
Germany	China	2
	Côte d'Ivoire	1
	Ethiopia	1
	Ghana	1
	Iran (Islamic Republic of)	1
	Kenya	1
	Morocco	1
	Nigeria	1
	Senegal	1
	Sub-Saharan Africa	1
	Global	2
Ghana	Germany	1
	Ghana	1
	Nigeria	1
	Sub-Saharan Africa	1
Italy	Cuba	2
	Ghana	1
	Jordan	1
	Kenya	1
	Lebanon	1
	Mozambique	1
	Myanmar	1
	Pakistan	5
	Somalia	3
	South Africa	1
	Tunisia	1
	Eastern Africa	1
	Sub-Saharan Africa	1
	Global	9
Japan	Algeria	1
	Argentina	2
	Bangladesh	7





**APPENDIX I**  
**FIELD REPRESENTATION**  
 As of 31 December 2019

	<i>DUR</i>	<i>UR_RO</i>	<i>UR_CO</i>	<i>P4</i>	<i>UCR</i>	<i>NO</i>	<i>NO_DIR</i>	<i>GS</i>	<i>Total</i>
<b>AFRICA REGION</b>									
Burkina Faso	0	0	0	0	0	0	0	0	0
Cameroon	0	0	0	0	0	0	0	2	2
Côte d'Ivoire	0	0	1	0	0	1	0	2	4
Democratic Republic of the Congo	0	0	0	0	1	0	0	2	3
Ethiopia	1	0	0	0	0	1	0	3	5
Ghana	0	0	1	0	0	0	0	2	3
Guinea	0	0	0	0	1	0	0	2	3
Kenya	0	0	1	1	0	1	0	2	5
Madagascar	0	0	0	0	1	0	0	2	3
Mali	0	0	0	0	0	1	0	0	1
Mozambique	0	0	0	0	1	1	0	1	3
Nigeria	1	0	0	0	0	2	0	4	7
Rwanda	0	0	0	0	1	0	0	0	1
Senegal	0	0	1	0	0	0	0	2	3
Sierra Leone	0	0	0	0	1	0	0	1	2
South Africa	0	1	0	0	0	1	0	2	4
Uganda	0	0	0	0	1	0	0	0	1
United Republic of Tanzania	0	0	1	0	0	1	0	2	4
Zimbabwe	0	0	0	0	1	0	0	0	1
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>29</b>	<b>55</b>
<b>ARAB REGION</b>									
Algeria	0	0	0	0	1	0	0	1	2
Egypt	0	0	0	0	0	1	0	3	4
Jordan	0	0	0	0	1	0	0	0	1
Lebanon	0	0	0	0	0	0	0	2	2
Morocco	0	0	0	0	1	0	0	2	3
Sudan	0	0	0	0	1	0	0	2	3
Tunisia	0	0	0	0	0	0	0	1	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>16</b>
<b>ASIA AND THE PACIFIC REGION</b>									
Afghanistan	0	0	0	0	1	0	0	0	1
Bangladesh	0	0	0	0	1	0	0	0	1
Cambodia	0	0	0	0	1	0	0	0	1
China	0	0	0	0	0	1	0	4	5
India	0	1	0	0	0	2	0	3	6
Indonesia	0	0	1	0	0	0	0	2	3
Iran (Islamic Republic of)	0	0	0	0	1	0	0	2	3

	<i>DUR</i>	<i>UR_RO</i>	<i>UR_CO</i>	<i>P4</i>	<i>UCR</i>	<i>NO</i>	<i>NO_DIR</i>	<i>GS</i>	<i>Total</i>
Lao People's Democratic Republic	0	0	0	0	1	0	0	0	1
Pakistan	0	0	0	0	1	0	0	2	3
Philippines	0	0	0	0	1	0	0	2	3
Sri Lanka*	0	0	0	0	0	0	0	0	0
Thailand	1	0	0	0	0	1	0	3	5
Viet Nam	0	0	0	0	1	0	0	2	3
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>20</b>	<b>35</b>
<b>EUROPE AND CENTRAL ASIA REGION</b>									
Armenia	0	0	0	0	1	0	0	0	1
Kyrgyzstan	0	0	0	0	1	0	0	0	1
Russian Federation*	0	0	0	0	0	0	0	0	0
Turkey	0	0	0	0	1	0	0	1	2
Ukraine*	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>
<b>LATIN AMERICA AND THE CARIBBEAN REGION</b>									
Bolivia (Plurinational State of)	0	0	0	0	1	0	0	0	1
Brazil	0	0	1	0	0	1	0	2	4
Colombia	0	0	1	0	0	0	0	2	3
Cuba*	0	0	0	0	0	0	0	0	0
Ecuador	0	0	0	0	1	0	0	0	1
Mexico	1	0	0	0	0	1	0	3	5
Nicaragua	0	0	0	0	1	0	0	0	1
Uruguay	0	1	0	0	0	1	0	2	4
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>19</b>
<b>GRAND TOTAL</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>26</b>	<b>17</b>	<b>0</b>	<b>70</b>	<b>129</b>

	<i>CTA</i>	<i>AIDO</i>	<i>DIR</i>	<i>H</i>	<i>IPO</i>	<i>NPO</i>	<i>NO</i>	<i>IPE</i>	<i>KCM</i>	<i>JPO</i>	<i>IPD</i>	<i>GS</i>	<i>Total</i>
<b>Investment and Technology Promotion Offices</b>													
Bahrain, Manama	0	0	0	1	1	0	4	0	0	0	0	3	9
China, Beijing	0	0	0	0	0	0	0	0	0	0	0	0	0
China, Shanghai	0	0	0	0	0	0	0	0	0	0	0	0	0
Germany, Bonn	0	0	0	0	0	0	0	2	0	0	0	2	4
Italy, Rome	0	0	0	1	0	0	0	0	0	0	0	2	3
Japan, Tokyo	0	0	0	1	0	0	1	0	0	0	2	0	4
<b>Centre for International Industrial Cooperation</b>													
Russian Federation	0	0	1	0	0	0	0	0	0	0	0	0	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>21</b>

	CTA	AIDO	DIR	H	IPO	NPO	NO	IPE	KCM	JPO	IPD	GS	Total
<b>Personnel secured under Technical Cooperation funds and/or other funds</b>													
EPR/PRS/RPA	1	0	0	0	0	0	0	0	0	0	0	0	1
PTC/ENE/CPP	0	1	0	0	0	0	0	0	1	0	0	0	2
PTC/ENV/IRE	1	0	0	0	0	0	0	0	0	0	0	0	1
PTC/FLD/AFR/ETH	0	0	0	0	0	0	0	0	0	1	0	0	1
PTC/FLD/AFR/KEN	0	0	0	0	0	0	0	0	0	1	0	0	1
PTC/FLD/ASP/IND	0	0	0	0	0	2	0	0	0	0	0	0	2
PTC/FLD/ASP/THA	0	0	0	0	0	0	0	0	0	1	0	0	1
PTC/PPF/AFR	0	0	0	0	0	1	0	0	0	0	0	0	1
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>GRAND TOTAL</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>31</b>
<b>GRAND TOTAL WORKFORCE REPRESENTED IN THE FIELD (staff members)</b>													<b>160</b>
<b>UNIDO Focal Points*</b>													
<b>Cuba</b>													1
<b>Russian Federation/Moscow</b> (UNIDO Centre for International Industrial Cooperation)													1
<b>Sri Lanka</b>													1
<b>Togo</b>													1
<b>Ukraine</b>													1
<b>Total number of Focal Points represented in the field</b>													<b>5</b>
<b>GRAND TOTAL WORKFORCE REPRESENTED IN THE FIELD (including Focal Points)</b>													<b>165</b>

\* Focal Points are not included in appendix J, as they are not part of the regular staff.

AIDO	(Associate) Industrial Development Expert
CTA	Chief Technical Advisor
DIR	Director
DUR	Director and UNIDO Representative
EPR/PRS/RPA	Directorate of External Relations and Policy Research, Department of Policy Research and Statistics, Research and Industrial Policy Advice Division
GS	General Service
H	Head
IPD	Investment Promotion Expert and Deputy Head
IPE	Investment Promotion Expert and Deputy to Head
IPO	Investment Promotion Officer
JPO	Junior Professional Officer
KCM	Knowledge and Communications Manager
NO	National Officer
NO_DIR	National Officer/Director
NPO	National Project Officer
PTC/ENE/CPP	Directorate of Programme Development and Technical Cooperation/Department of Energy/Climate Policy and Partnerships Division
PTC/ENV/IRE	Directorate of Programme Development and Technical Cooperation/Department of Environment/Industrial Resource Efficiency Division
PTC/FLD/AFR/ETH	Directorate of Programme Development and Technical Cooperation/Field Offices/Field Presence in the Africa Region/Regional Office Hub in Ethiopia

PTC/FLD/AFR/KEN	Directorate of Programme Development and Technical Cooperation/Field Offices/Field Presence in the Africa Region/Country Office in Kenya
PTC/FLD/ASP/IND	Directorate of Programme Development and Technical Cooperation/Field Offices/Field Presence in the Asia and Pacific Region/Regional Office in India
PTC/FLD/ASP/THA	Directorate of Programme Development and Technical Cooperation/Field Offices/Field Presence in the Asia and Pacific Region/Regional Office Hub in Thailand
PTC/PPF/AFR	Directorate of Programme Development and Technical Cooperation/Department of Programmes, Partnerships and Field Integration/Regional Division – Africa
UCR	UNIDO Country Representative
UR_CO	UNIDO Representative in Country Office
UR_RO	UNIDO Representative in Regional Office

## APPENDIX J

### OVERVIEW OF UNIDO WORKFORCE

Table 1  
Snapshot as at 31 December 2019 and headcount from  
1 January to 31 December 2019

	Snapshot (31 December 2019)	Total headcount (January to December 2019)
<b>Staff members</b>		
<i>Internationally recruited staff members:</i>		
Core staff members (100 series)	208	209
Non-core staff members (200 series)	48	59
<b>Subtotal of internationally recruited staff members</b>	<b>256</b>	<b>268</b>
<i>Locally recruited staff members:</i>		
National Professional Officers (NO)	50	52
General Service (100 series)	336	340
General Service short-term (300 series)	29	44
<b>Subtotal of locally recruited staff members</b>	<b>415</b>	<b>436</b>
<b>Total employees with staff member status</b>	<b>671</b>	<b>704</b>
<i>Experts and consultants:</i>		
Internationally recruited Individual Service Agreement (ISA) holders	436	805
Locally recruited ISA holders	990	1,430
<b>Total employees with ISAs</b>	<b>1,426</b>	<b>2,235</b>
<b>Total UNIDO workforce: Snapshot as at 31 December 2019 and headcount during 2019</b>	<b>2,097</b>	<b>2,939</b>

Table 2  
Internationally recruited staff members by grade, duty station and gender as at  
31 December 2019

	Field			Headquarters			Offices away from Headquarters			Loan and secondment			Grand total				
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total		
100 series of staff rules																	
DG			0	1	0	1			0			0	1	0	1		
D-2			0	2	1	3			0			0	2	1	3		
D-1	3	1	4	13	2	15			0			0	16	3	19		
P-5	11		11	33	18	51	2		2			0	46	18	64		
P-4		1	1	40	30	70		1	1			0	40	32	72		
P-3			0	30	14	44			0			0	30	14	44		
P-2			0	1	4	5			0			0	1	4	5		
Subtotal 100 series	14	2	16	120	69	189	2	1	3	0	0	0	136	72	208		
200 series of staff rules																	
L-6	1	4	5			0			0			0	1	4	5		
L-5	3		3	2	1	3			0			0	5	1	6		
L-4	2		2	2	1	3			0			0	4	1	5		
L-3	3	2	5	5	6	11			0			0	8	8	16		
L-2		1	1	4	10	14			0			0	4	11	15		
L-1			0	1		1			0			0	1	0	1		
Subtotal 200 series	9	7	16	14	18	32	0	0	0	0	0	0	23	25	48		
TOTAL	23	9	32	134	87	221	2	1	3	0	0	0	159	97	256		
Field			12.50%	HQ			86.33%	NYK, GVA, BRS			1.17%	Others		0.00%	62.1%	37.9%	100.00%

Table 3  
Locally recruited staff members by grade, duty station and gender as at  
31 December 2019

	Field			Headquarters			Offices away from Headquarters			Loan and Secondment			Grand total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
100 series of staff rules															
NO-4	17	11	28										17	11	28
NO-3	11	3	14										11	3	14
NO-2	3		3										3	0	3
NO-1	3	2	5										3	2	5
<b>Subtotal NO 100 series of staff rules</b>	<b>34</b>	<b>16</b>	<b>50</b>										<b>34</b>	<b>16</b>	<b>50</b>
G-7					1	1			0				0	1	1
G-6	3	14	17	24	52	76		1	1				27	67	94
G-5	2	18	20	39	48	87	1		1				42	66	108
G-4	3	8	11	30	14	44		1	1				33	23	56
G-3	28	2	30	29	2	31			0				57	4	61
G-2			0	16		16			0				16	0	16
<b>Subtotal GS 100 series of staff rules</b>	<b>36</b>	<b>42</b>	<b>78</b>	<b>138</b>	<b>117</b>	<b>255</b>	<b>1</b>	<b>2</b>	<b>3</b>				<b>175</b>	<b>161</b>	<b>336</b>
300 series of staff rules															
G-5				2	2	4							2	2	4
G-4				7	4	11							7	4	11
G-3				3	9	12							3	9	12
G-2				2		2							2	0	2
<b>Subtotal GS 300 series of staff rules</b>				<b>14</b>	<b>15</b>	<b>29</b>							<b>14</b>	<b>15</b>	<b>29</b>
<b>Subtotal GS</b>	<b>36</b>	<b>42</b>	<b>78</b>	<b>152</b>	<b>132</b>	<b>284</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>189</b>	<b>176</b>	<b>365</b>
<b>Total</b>	<b>70</b>	<b>58</b>	<b>128</b>	<b>152</b>	<b>132</b>	<b>284</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>223</b>	<b>192</b>	<b>415</b>
	Field 30.84%			HQ 68.43%			Liaison Office 0.72%						53.7%	46.3%	100.00%

Table 4  
Total employees with staff member status by grade and gender  
as at 31 December 2019

	Male	Female	Total	% of Women
DG	1	0	1	0.00%
D-2	2	1	3	33.33%
D-1	16	3	19	15.79%
P-5	46	18	64	28.13%
P-4	40	32	72	44.44%
P-3	30	14	44	31.82%
P-2	1	4	5	80.00%
<b>Subtotal</b>	<b>136</b>	<b>72</b>	<b>208</b>	<b>34.62%</b>
NO-4	17	11	28	39.29%
NO-3	11	3	14	21.43%
NO-2	3	0	3	0.00%
NO-1	3	2	5	40.00%
<b>Subtotal</b>	<b>34</b>	<b>16</b>	<b>50</b>	<b>32.00%</b>
G-7		1	1	100.00%
G-6	27	67	94	71.28%
G-5	42	66	108	61.11%
G-4	33	23	56	41.07%
G-3	57	4	61	6.56%
G-2	16	0	16	0.00%
<b>Subtotal</b>	<b>175</b>	<b>161</b>	<b>336</b>	<b>47.92%</b>
<b>Total 100</b>	<b>345</b>	<b>249</b>	<b>594</b>	<b>41.92%</b>
L-6	1	4	5	80.00%
L-5	5	1	6	16.67%
L-4	4	1	5	20.00%
L-3	8	8	16	50.00%
L-2	4	11	15	73.33%
L-1	1	0	1	0.00%
<b>Total 200</b>	<b>23</b>	<b>25</b>	<b>48</b>	<b>52.08%</b>
G-5	2	2	4	50.00%
G-4	7	4	11	36.36%
G-3	3	9	12	75.00%
G-2	2	0	2	0.00%
<b>Total 300</b>	<b>14</b>	<b>15</b>	<b>29</b>	<b>51.72%</b>
<b>GRAND TOTAL</b>	<b>382</b>	<b>289</b>	<b>671</b>	<b>43.07%</b>

Table 5  
Experts and consultants under Individual Service Agreements (ISA)  
1 January to 31 December 2019

	Field			Headquarters			Offices away from Headquarters			Grand total			Per cent	
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F
Internationally recruited	369	129	498	136	157	293	9	5	14	514	291	805	64%	36%
Locally recruited	829	500	1,329	30	69	99	1	1	2	860	570	1,430	60%	40%
Total	1,198	629	1,827	166	226	392	10	6	16	1,374	861	2,235	61%	39%
Field			82%	HQ			Others			61%	39%	100%		

## APPENDIX K

### INDUSTRIAL STATISTICS

<i>Title</i>	<i>Description of publication</i>
<p>International Yearbook of Industrial Statistics, 2019</p> <p>ISBN: 9781 78811 658 9 (cased)</p> <p>ISBN: 9781 78811 659 6 (eBook)</p>	<p>Annual publication of UNIDO (co-publisher Edward Elgar Publishing Ltd.) which provides worldwide statistics on level, growth and structure of manufacturing industry, presents country data indicating the stage of industrialization and facilitates international comparison of manufacturing activities. The Yearbook can be ordered at <a href="http://www.unido.org/resources/publications/flagship-publications/international-yearbook-industrial-statistics">www.unido.org/resources/publications/flagship-publications/international-yearbook-industrial-statistics</a></p>
<p>World Manufacturing Production – Quarterly statistics for the fourth quarter of 2018 and the first, second and third quarters of 2019</p>	<p>The quarterly report provides statistical data on the current trend of global manufacturing with a brief analysis. The report is based on the indices of industrial production. The report is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a></p>
<p>Competitive Industrial Performance (CIP) Report 2018</p>	<p>CIP is a composite measure constructed by UNIDO statistics to rank countries by the CIP index. In addition to the traditional CIP, the 2018 report presented, for the first time, on environmentally-adjusted CIP index taking into account the CO<sub>2</sub> emissions of industrial production. The report is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a></p>
<p>Statistical indicators of inclusive and sustainable industrialization 2019</p>	<p>UNIDO statistical publication on monitoring Sustainable Development Goal 9 (SDG 9) indicators for which UNIDO is recognized as a custodian agency. The e-book is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a></p>
<p>UNIDO Industrial Statistics Databases (INDSTAT) 2019 editions:</p> <ul style="list-style-type: none"> <li>• INDSTAT4 at the 4-digit level of ISIC (Revisions 3 and 4)</li> <li>• INDSTAT2 at 2-digit level of ISIC revision 2</li> <li>• Industrial Demand-Supply Balance (IDSB) Database at 4-digit level of ISIC</li> <li>• Mining Utility Statistics (MINStat) Database</li> <li>• Manufacturing Value Added (MVA) Database</li> <li>• Competitive Industrial Performance (CIP) Database</li> </ul>	<p>Online statistical products (also available on CD-ROM), which contain key industrial statistics at the most detailed level of the International Standard Industrial Classification (ISIC), supported by user-friendly interfaces for metadata reference, data search, exporting and manipulation. The database is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a></p>