

# 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 2020
- H. Country promotion presentations/seminars organized by Investment and Technology Promotion Offices (ITPOs) in 2020
- I. Field representation
- J. Overview of UNIDO workforce
- K. Staff development
- L. Industrial statistics

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**APPENDIX A**  
**OPERATIONAL STATISTICS**  
*List of tables*

- 1A. Technical cooperation activities expenditure from 2017 to 2020 by funding partner
- 1B. Expenditure on technical cooperation activities in 2020 by funding partner
2. Technical cooperation activities: Value of net project approvals and expenditure from 2017 to 2020
- 3A. Technical cooperation activities: Net project/grant approvals in 2019 and 2020 by funding partner
- 3B. Technical cooperation activities: Value of net project approvals in 2020 by funding partner and geographical area
4. Expenditure on technical cooperation activities in 2019 and 2020 by funding partner and project component
5. Expenditure on technical cooperation activities in 2020 by thematic and geographical areas
6. Expenditure on technical cooperation activities by geographical area from 2017 to 2020
7. Expenditure on technical cooperation activities in 2020 by geographical area
8. Regular and operational budget expenditure by programme and object of expenditure in 2020

*Table 1A*  
*Technical cooperation activities<sup>a</sup> expenditure, 2017 to 2020 by funding partner*  
*(In thousands of US dollars)*

	2017	2018	2019	2020	%
Major Funding Partner					
Member States <sup>b</sup>	68,669	62,894	61,597	56,844	32.0%
Global Environment Facility (GEF)	55,386	59,152	55,250	56,126	31.6%
Montreal Protocol (MLF)	28,460	26,773	34,208	23,353	13.1%
European Union (EU)	33,986	19,635	21,329	25,935	14.6%
Other countries <sup>c</sup>	4,806	7,447	5,742	3,889	2.2%
RPTC and SRA <sup>d</sup>	5,986	5,618	4,800	3,507	2.0%
United Nations agencies <sup>e</sup>	6,073	5,178	5,479	6,074	3.4%
Other donors, IFIs and private sector <sup>f</sup>	2,420	2,967	1,854	1,945	1.1%
<b>Total</b>	<b>205,786</b>	<b>189,664</b>	<b>190,259</b>	<b>177,673</b>	<b>100.0%</b>

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) 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 2020 by funding partner*  
*(In thousands of US dollars)*

<i>Member States<sup>b</sup></i>	<i>(\$000)</i>	<i>%</i>
Austria	1,892	1.1%
Bahrain	1,490	0.8%
Burkina Faso	292	0.2%
Burundi	(3)	0.0%
China	3,930	2.2%
Colombia	196	0.1%
Cyprus	7	0.0%
Czechia	8	0.0%
Democratic Republic of the Congo	104	0.1%
Ethiopia	390	0.2%
Finland	543	0.3%
Germany	3,397	1.9%
Guinea	47	0.0%
India	824	0.5%
Indonesia	(7)	0.0%
International	1,447	0.8%
Iran (Islamic Republic of)	424	0.2%
Israel	(2)	0.0%
Italy	7,979	4.5%
Japan	10,676	6.0%
Morocco	1,064	0.6%
Nigeria	561	0.3%
Norway	1,341	0.8%
Oman	215	0.1%
Pakistan	262	0.1%
Panama	57	0.0%
Poland	22	0.0%
Republic of Korea	2,042	1.1%
Russian Federation	2,256	1.3%
Sao Tome and Principe	169	0.1%
Senegal	286	0.2%
Slovenia	52	0.0%
Spain	488	0.3%
Sudan	(35)	0.0%
Sweden	5,379	3.0%
Switzerland	8,971	5.0%
Venezuela (Bolivarian Republic of)	87	0.0%
Zambia	(7)	0.0%
	<b>56,844</b>	<b>32.0%</b>

<i>Member States<sup>b</sup></i>	(\$000)	%
<b>Global Environment Facility (GEF)</b>	<b>56,126</b>	<b>31.6%</b>
<b>Montreal Protocol (MLF)</b>	<b>23,353</b>	<b>13.1%</b>
<b>European Union (EU)</b>	<b>25,935</b>	<b>14.6%</b>
<b>Other countries<sup>c</sup></b>		
Australia	793	0.4%
Belgium	232	0.1%
Canada	913	0.5%
France	(11)	0.0%
United States of America	1,962	1.1%
	<b>3,889</b>	<b>2.2%</b>
<b>RPTC and SRA<sup>d</sup></b>	<b>3,507</b>	<b>2.0%</b>
<b>United Nations agencies<sup>e</sup></b>	<b>6,074</b>	<b>3.4%</b>
<b>Other donors, IFIs and private sector<sup>f</sup></b>	<b>1,945</b>	<b>1.1%</b>
<b>Total</b>	<b>177,673</b>	<b>100.0%</b>

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

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

<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 (IFIs) and private sector entities.

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

*Table 2*  
*Technical cooperation activities:<sup>a</sup> value of net project approvals and expenditure, 2017 to 2020*  
*(In millions of US dollars)*

	2017				2018				2019				2020			
	Total				Member States <sup>b</sup>				Global Environmental Facility (GEF)				Montreal Protocol (MLF)			
Residual value of projects brought forward	392.9	404.4	418.9	383.3	88.0	79.5	79.4	88.5	189.3	225.0	223.2	196.1	70.3	64.4	69.0	50.9
Value of project budgets approved in the year (net)	217.3	204.2	154.7	143.0	60.1	62.8	70.7	63.7	91.2	57.3	28.2	11.8	22.5	31.5	16.1	15.9
Total of approved projects under implementation	610.2	608.6	573.6	526.3	148.1	142.3	150.1	152.2	280.5	282.3	251.4	207.9	92.8	95.9	85.1	66.8
Expenditure	205.8	189.7	190.3	177.7	68.7	62.9	61.6	56.8	55.4	59.1	55.3	56.1	28.4	26.8	34.2	23.4
Residual value of projects carried forward	404.4	418.9	383.3	348.6	79.4	79.4	88.5	95.4	225.1	223.2	196.1	151.8	64.4	69.1	50.9	43.4
	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	22.0	12.3	27.4	31.3	5.6	9.1	7.3	4.1	7.3	5.1	5.1	5.1	8.3	7.5	6.1	6.4
Value of project budgets approved in the year (net)	24.3	34.7	25.2	30.3	8.3	5.7	2.5	7.4	3.8	5.6	4.8	4.2	5.3	3.8	5.8	7.1
Total of approved projects under implementation	46.3	47.0	52.6	61.6	13.9	14.8	9.8	11.5	11.1	10.7	9.9	9.3	13.6	11.3	11.9	13.5
Expenditure	34.0	19.6	21.3	25.9	4.8	7.5	5.7	3.9	6.0	5.6	4.8	3.5	6.1	5.2	5.5	6.1
Residual value of projects carried forward	12.3	27.4	31.3	35.7	9.1	7.3	4.1	7.6	5.1	5.1	5.1	5.8	7.5	6.1	6.4	7.4
	Other donors, IFIs and private sector <sup>f</sup>															
Residual value of projects brought forward	2.1	1.5	1.4	0.9												
Value of project budgets approved in the year (net)	1.8	2.8	1.4	2.6												
Total of approved projects under implementation	3.9	4.3	2.8	3.5												
Expenditure	2.4	3.0	1.9	2.0												
Residual value of projects carried forward	1.5	1.3	0.9	1.5												

<sup>a</sup> Technical Cooperation activities: includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure and \$0.5m in net approvals in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) 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 2019 and 2020 by funding partner*

<i>Major Funding Partner</i>	<i>New projects/grants approved</i>			<i>Existing projects/grants revised</i>			<i>Total net value of approvals/revisions (US\$ 000)</i>	<i>%</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>2020</b>								
Member States <sup>b</sup>	70	30,909	442	382	32,761	86	63,670	44.5%
Global Environment Facility (GEF)	34	13,529	398	171	(1,730)	(10)	11,799	8.2%
Montreal Protocol (MLF)	64	16,459	257	268	(556)	(2)	15,903	11.1%
European Union (EU)	4	8,763	2,191	37	21,565	583	30,328	21.2%
Other countries <sup>c</sup>	6	4,860	810	18	2,580	143	7,440	5.2%
RPTC and SRA <sup>d</sup>	49	3,057	62	205	1,184	6	4,241	3.0%
United Nations agencies <sup>e</sup>	18	3,487	194	32	3,610	113	7,097	5.0%
Other donors, IFIs and private sector <sup>f</sup>	11	2,260	205	22	291	13	2,551	1.8%
Total	256	83,324	325	1,135	59,705	53	143,029	
<b>2019</b>								
Member States <sup>b</sup>	104	47,520	457	405	23,178	57	70,698	45.7%
Global Environment Facility (GEF)	18	28,615	1,590	194	(400)	(2)	28,215	18.2%
Montreal Protocol (MLF)	56	18,469	330	256	(2,402)	(9)	16,067	10.4%
European Union (EU)	16	22,746	1,422	24	2,428	101	25,174	16.3%
Other countries <sup>c</sup>	1	585	585	17	1,913	113	2,498	1.6%
RPTC and SRA <sup>d</sup>	71	3,884	55	182	946	5	4,830	3.1%
United Nations agencies <sup>e</sup>	10	3,722	372	32	2,088	65	5,810	3.8%
Other donors, IFIs and private sector <sup>f</sup>	6	831	139	22	598	27	1,429	0.9%
Total	282	126,372	448	1,132	28,349	25	154,721	

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to \$0.5m in net approvals in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

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

<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 (IFIs) and private sector entities.

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



*Table 3B*  
*Technical cooperation activities:<sup>a</sup> Value of net project approvals in 2020 by funding partner and geographical area*  
*(In thousands of US dollars)*

<i>Major Funding Partner</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>	9,992	4,997	7,849	2,242	2,828	7,390	28,372	63,670
Global Environment Facility (GEF)	5,340	50	4,699	50	(211)	1,433	438	11,799
Montreal Protocol (MLF)	740	358	11,425	895	1,026	1,515	(56)	15,903
European Union (EU)	15,239	(18)	1,099	24	218	(208)	13,974	30,328
Other countries <sup>c</sup>	786	2,659	1	0	0	0	3,994	7,440
RPTC and SRA <sup>d</sup>	752	31	564	195	231	101	2,367	4,241
United Nations agencies <sup>e</sup>	1,702	1,431	168	992	468	1,039	1,297	7,097
Other donors, IFIs and private sector <sup>f</sup>	1,638	375	238	310	0	(190)	180	2,551
<b>Total</b>	<b>36,189</b>	<b>9,883</b>	<b>26,043</b>	<b>4,708</b>	<b>4,560</b>	<b>11,080</b>	<b>50,566</b>	<b>143,029</b>
Total Africa	46,072							
Total Arab States	14,591							

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to \$0.5m in net approvals in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

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

<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 (IFIs) 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 2019 and 2020 by funding partner and project component*  
*(In thousands of US dollars)*

<i>Major Funding Partner</i>	<i>Project personnel (\$000)</i>	<i>Subcontracts (\$000)</i>	<i>Fellowships and training (\$000)</i>	<i>Equipment (\$000)</i>	<i>Miscellaneous (\$000)s</i>	<i>Total (\$000)</i>
<b>2020</b>						
Member States <sup>b</sup>	27,082	19,562	1,205	6,479	2,516	56,844
Global Environment Facility (GEF)	10,183	36,397	492	8,169	885	56,126
Montreal Protocol (MLF)	2,452	17,322	389	3,037	153	23,353
European Union (EU)	10,298	10,002	548	4,405	682	25,935
Other countries <sup>c</sup>	1,724	1,730	391	(66)	110	3,889
RPTC and SRA <sup>d</sup>	2,738	562	56	20	131	3,507
United Nations agencies <sup>e</sup>	2,221	3,120	150	295	288	6,074
Other donors, IFIs and private sector <sup>f</sup>	366	1,533	(6)	27	25	1,945
Total	57,064	90,228	3,225	22,366	4,790	177,673
%	32.1%	50.8%	1.8%	12.6%	2.7%	
<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
%	34.6%	42.4%	6.0%	14.4%	2.7%	

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

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

<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 (IFIs) and private sector entities.

*Table 5*  
*Expenditure on technical cooperation activities<sup>a</sup> in 2020 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>	<i>%</i>
Creating shared prosperity	17,116	8,649	4,384	2,170	152	1,867	880	35,218	19.8%
Advancing economic competitiveness	7,479	971	3,510	1,669	1,273	3,408	9,617	27,927	15.7%
Safeguarding the environment	12,019	6,450	45,024	2,060	11,220	12,539	18,586	107,898	60.7%
Cross-cutting services	1,115	154	492	357	289	240	3,983	6,630	3.7%
<b>Total</b>	<b>37,729</b>	<b>16,224</b>	<b>53,410</b>	<b>6,256</b>	<b>12,934</b>	<b>18,054</b>	<b>33,066</b>	<b>177,673</b>	
Total Africa	53,953								
Total Arab States	22,480								

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

*Table 6*  
*Expenditure on technical cooperation activities<sup>a</sup> by geographical area, 2017 to 2020*  
*(In thousands of US dollars)*

<i>Geographical Area</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<i>Africa (excluding African Arab States)</i>				
Country projects	40,209	39,713	36,185	34,391
Regional projects	13,536	7,444	6,380	3,338
Subtotal	53,745	47,157	42,565	37,729
<i>African Arab States</i>				
Country projects	14,527	14,615	16,871	16,288
Regional projects	2,060	1,404	799	64
Subtotal	16,587	16,019	17,670	16,224
<i>Asia and the Pacific (excluding Western Asian Arab States)</i>				
Country projects	56,967	53,844	52,410	50,832
Regional projects	2,351	1,846	3,612	2,578
Subtotal	59,318	55,690	56,022	53,410
<i>Western Asian Arab States</i>				
Country projects	8,508	6,789	9,473	5,254
Regional projects	2,144	2,324	2,443	1,002
Subtotal	10,652	9,113	11,916	6,256
<i>Europe and Central Asia</i>				
Country projects	12,323	12,305	8,576	7,369
Regional projects	982	4,147	5,559	5,565
Subtotal	13,305	16,452	14,135	12,934
<i>Latin America and the Caribbean</i>				
Country projects	12,786	9,880	13,459	13,861
Regional projects	2,521	2,904	3,141	4,193
Subtotal	15,307	12,784	16,600	18,054
<i>Global and interregional projects</i>				
Total	205,786	189,664	190,259	177,673

<sup>a</sup> Technical Cooperation activities: includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

Table 7  
Expenditure on technical cooperation activities<sup>a</sup> in 2020 by geographical area  
(In thousands of US dollars)

	Africa (excluding African Arab States)		African Arab States		Asia and the Pacific (excluding Western Asian Arab States)		Western Asian Arab States		Europe and Central Asia		Latin America and the Caribbean		Global and interregional projects		Total	
	(\$000)	%	(\$000)	%	(\$000)	%	(\$000)	%	(\$000)	%	(\$000)	%	(\$000)	%	(\$000)	%
<b>A. By Major Funding Partner</b>																
Member States <sup>b</sup>	11,300	30.0%	5,870	36.2%	7,549	14.1%	3,840	61.4%	1,860	14.4%	6,980	38.7%	19,445	58.8%	56,844	32.0%
Global Environment Facility (GEF)	9,915	26.3%	2,146	13.2%	27,713	51.9%	(14)	-0.2%	9,792	75.7%	6,226	34.5%	348	1.1%	56,126	31.6%
Montreal Protocol (MLF)	875	2.3%	3,609	22.2%	14,579	27.3%	1,028	16.4%	843	6.5%	2,424	13.4%	(5)	0.0%	23,353	13.1%
European Union (EU)	10,679	28.3%	1,948	12.0%	3,152	5.9%	795	12.7%	87	0.7%	1,168	6.5%	8,106	24.5%	25,935	14.6%
Other countries <sup>c</sup>	1,196	3.2%	1,847	11.4%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	846	2.6%	3,889	2.2%
RPTC and SRA <sup>d</sup>	479	1.3%	65	0.4%	398	0.7%	120	0.4%	110	0.9%	244	1.4%	2,091	6.3%	3,507	2.0%
United Nations agencies <sup>e</sup>	2,204	5.8%	492	3.0%	20	0.0%	237	0.1%	242	1.9%	998	5.5%	1,881	5.7%	6,074	3.4%
Other donors, IFIs and private sector <sup>f</sup>	1,081	2.9%	247	1.5%	(1)	0.0%	250	0.2%	-	0.0%	14	0.1%	354	1.1%	1,945	1.1%
Total	37,729		16,224		53,410		6,256		12,934		18,054		33,066		177,673	
Total Africa	53,953	30.4%														
Total Arab States	22,480	12.7%														
<b>B. By project component</b>																
Project personnel	14,675	38.9%	5,732	35.3%	9,320	17.4%	3,111	49.7%	2,979	23.0%	5,825	32.3%	15,422	46.6%	57,064	32.1%
Subcontracts	14,595	38.7%	6,592	40.6%	38,865	72.8%	1,760	28.1%	3,930	30.4%	8,187	45.3%	16,299	49.3%	90,228	50.8%
Fellowships and training	468	1.2%	1,039	6.4%	787	1.5%	220	3.5%	139	1.1%	438	2.4%	134	0.4%	3,225	1.8%
Equipment	6,431	17.0%	2,482	15.3%	3,728	7.0%	851	13.6%	5,595	43.3%	2,914	16.1%	365	1.1%	22,366	2.7%
Miscellaneous	1,560	4.1%	379	2.3%	710	1.3%	314	5.0%	291	2.2%	690	3.8%	846	2.6%	4,790	2.7%
Total	37,729		16,224		53,410		6,256		12,934		18,054		33,066		177,673	

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

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

<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 (IFIs) 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 2020*  
*(In thousands of euros)*

Programme	1	2	3	4	5	6	7
Expenditure	Staff costs	Consultants	Meetings	Travel	Regular Programme of TC <sup>a</sup> (RPTC)	Other	Total for 2019
<b>A POLICYMAKING ORGANS</b>							
A.1 Meetings of the Policymaking Organs	0.7	0.0	0.0	0.0	0.0	864.1	864.8
A.2 Policymaking Organs Secretariat and relations with Member States	810.2	3.3	0.0	3.5	0.0	1.9	818.9
Subtotal	810.9	3.3	0.0	3.5	0.0	866.0	1,683.7
<b>B EXECUTIVE DIRECTION AND STRATEGIC MANAGEMENT</b>							
B.1 Executive Direction and Strategic Management	2,839.5	23.3	0.0	26.2	0.0	393.8	3,282.8
B.2 Evaluation	952.5	0.0	0.0	0.0	0.0	0.4	952.9
B.3 Legal Services	675.4	0.0	0.0	0.0	0.0	0.1	675.5
B.4 Internal Audit and Investigation	911.2	10.4	0.0	1.3	0.0	0.5	923.4
B.5 Ethics and Accountability	117.6	0.0	0.0	0.0	0.0	0.1	117.7
B.6 Audit Advisory Committee	0.0	19.0	0.0	0.0	0.0	0.0	19.0
Subtotal	5,496.2	52.7	0.0	27.5	0.0	394.9	5,971.3
<b>C THEMATIC PRIORITIES</b>							
C.1 Creating shared prosperity	10,080.9	15.5	0.0	11.1	1,983.1	19.0	12,109.6
C.2 Advancing economic competitiveness	7,711.2	5.4	0.0	3.6	842.9	2.0	8,565.1
C.3 Safeguarding the environment	10,972.7	406.5	0.0	74.9	1,030.3	39.9	12,524.3
C.4 Cross-cutting services	5,891.8	148.1	5.5	51.1	258.7	420.2	6,775.4
C.5 Field operations support	2,358.0	11.8	0.0	39.4	0.0	2,196.7	4,605.9
Subtotal	37,014.6	587.3	5.5	180.1	4,115.0	2,677.8	44,580.3
<b>D CORPORATE MANAGEMENT OPERATIONS</b>							
D.1 Human resource management and gender mainstreaming	2,758.0	26.5	0.0	0.6	0.0	0.1	2,785.2
D.2 Financial Services	3,616.2	3.2	0.0	0.0	0.0	15.2	3,634.6
D.3 Procurement and logistics	2,717.1	0.0	0.0	0.3	0.0	317.3	3,034.7
D.4 Information technology and communication	2,455.1	0.3	0.0	1.4	0.0	1,602.2	4,059.0
D.5 Direction and management	678.4	25.0	0.0	4.0	0.0	0.4	707.8
Subtotal	12,224.8	55.0	0.0	6.3	0.0	1,935.2	14,221.3
<b>F.1 INDIRECT COSTS</b>	3,654.3	0.0	0.0	0.0	0.0	9,599.1	13,253.4
<b>Total expenditure</b>	<b>59,200.8</b>	<b>698.3</b>	<b>5.5</b>	<b>217.4</b>	<b>4,115.0</b>	<b>15,473.0</b>	<b>79,710.0</b>
<b>Income</b>							
C.5 Government contributions to field office costs	0.0	0.0	0.0	0.0	0.0	140.6	140.6
Miscellaneous income	0.0	0.0	0.0	0.0	0.0	1,193.3	1,193.3
<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>1,333.9</b>	<b>1,333.9</b>
<b>Net grand total</b>	<b>59,200.7</b>	<b>698.3</b>	<b>5.5</b>	<b>217.5</b>	<b>4,115.0</b>	<b>14,139.1</b>	<b>78,376.1</b>
<b>E BUILDINGS MANAGEMENT</b>							
E.1 Common buildings management	8,154.5	16.6	0.0	0.1	0.0	15,448.6	23,619.8
E.2 Joint buildings management	327.9	0.0	0.0	0.0	0.0	778.6	1,106.5
<b>Total expenditures</b>	<b>8,482.4</b>	<b>16.6</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>16,227.2</b>	<b>24,726.3</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.

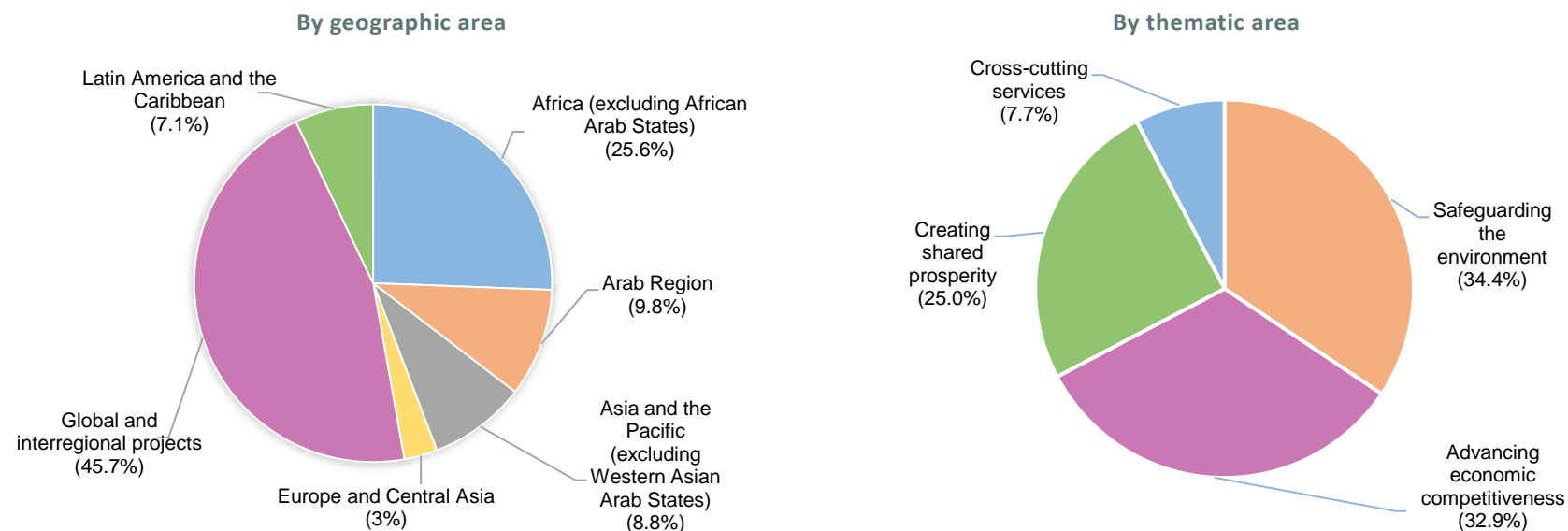
The report is compiled using data for the year 2020 with cutoff 2021 period in SAP.

<sup>a</sup> Represents the full 2020 appropriations that have been transferred to the special account for RPTC.

## APPENDIX B

### PROJECT APPROVALS UNDER VOLUNTARY CONTRIBUTIONS

Governmental contributions: net approvals in 2020<sup>a,b</sup>



Geographical area	(In thousands of US dollars)	%	Thematic area	(In thousands of US dollars)	%
Africa (excluding African Arab States)	26,018	25.6%	Safeguarding the environment	34,889	34.4%
Arab region	9,904	9.8%	Advancing economic competitiveness	33,395	32.9%
Asia and the Pacific (excluding Western Asian Arab States)	8,949	8.8%	Creating shared prosperity	25,339	25.0%
Europe and Central Asia	3,047	3.0%	Cross-cutting services	7,816	7.7%
Global and interregional projects	46,339	45.7%			
Latin America and the Caribbean	7,182	7.1%			
<b>TOTAL</b>	<b>101,439</b>	<b>100%</b>	<b>TOTAL</b>	<b>101,439</b>	<b>100%</b>

<sup>a</sup> Includes projects financed from Member States, the European Union and other countries under the Industrial Development Fund (IDF), 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 of \$1.1m.

## APPENDIX C

### TECHNICAL ASSISTANCE TO LEAST DEVELOPED COUNTRIES

*Table 1: Expenditure<sup>a</sup> by country and funding partner in 2020  
(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	-	195	-	-	-	-	-	-	195
Benin	-	-	-	-	-	-	(22)	-	(22)
Burkina Faso	-	427	51	-	-	-	-	-	478
Burundi	(3)	175	81	-	-	-	-	-	253
Central African Republic	-	(50)	-	-	-	-	-	-	(50)
Chad	-	-	-	-	-	-	-	-	0
Comoros	-	-	-	-	-	2	-	-	2
Democratic Republic of the Congo	103	158	-	-	-	-	-	225	486
Equatorial Guinea	-	-	18	-	-	-	-	210	228
Eritrea	-	-	-	-	-	-	-	-	0
Ethiopia	5,260	-	58	1,894	(2)	9	-	-	7,219
Gambia (The)	-	320	8	3	-	-	-	-	331
Guinea	47	(17)	-	870	-	30	588	-	1,518
Guinea-Bissau	4	-	9	447	-	9	-	-	469
Lesotho	-	-	-	-	-	-	-	-	0
Liberia	355	-	-	2,563	-	-	-	-	2,918
Madagascar	-	524	2	3	-	44	160	-	733
Malawi	-	-	9	-	-	-	-	-	9
Mali	-	-	-	-	-	-	201	-	201
Mauritania	-	-	-	-	-	35	-	-	35
Mozambique	372	430	-	695	-	-	-	-	1,497
Niger	-	-	40	-	-	-	-	-	40
Rwanda	28	121	8	-	-	-	(1)	-	156
Sao Tome and Principe	169	532	-	-	-	-	-	-	701
Senegal	807	2,065	10	-	222	(1)	22	-	3,125
Sierra Leone	16	(50)	5	602	-	-	-	-	573
South Sudan	270	33	-	660	975	(1)	620	-	2,557



	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
Togo	-	-	39	-	-	-	106	-	145
Uganda	354	241	4	-	-	(4)	-	-	595
United Republic of Tanzania	(4)	486	42	-	-	-	226	-	750
Zambia	368	-	15	-	-	-	-	-	383
<b>Subtotal – Africa</b>	<b>8,146</b>	<b>5,590</b>	<b>399</b>	<b>7,737</b>	<b>1,195</b>	<b>123</b>	<b>1,900</b>	<b>435</b>	<b>25,525</b>
<b>African Arab States</b>									
Somalia	2,237	-	6	-	-	-	100	-	2,343
Sudan	768	-	1,057	825	(150)	39	15	309	2,863
<b>Subtotal – African Arab States</b>	<b>3,005</b>	<b>0</b>	<b>1,063</b>	<b>825</b>	<b>(150)</b>	<b>39</b>	<b>115</b>	<b>309</b>	<b>5,206</b>
<b>Asia and the Pacific</b>									
Afghanistan	48	234	31	-	-	(1)	-	-	312
Bangladesh	-	102	-	-	-	5	-	-	107
Bhutan	-	-	-	-	-	-	-	-	0
Cambodia	350	336	-	744	-	-	20	4	1,454
Lao People's Democratic Republic	-	682	-	-	-	-	-	-	682
Myanmar	498	342	2	-	-	33	-	-	875
Nepal	25	(1)	-	-	-	1	-	-	25
Vanuatu	-	-	-	-	-	4	-	-	4
<b>Subtotal – Asia and the Pacific</b>	<b>921</b>	<b>1,695</b>	<b>33</b>	<b>744</b>	<b>0</b>	<b>42</b>	<b>20</b>	<b>4</b>	<b>3,459</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	-	(19)	-	-	-	-	-	-	(19)
<b>Subtotal – Western Asian Arab States</b>	<b>-</b>	<b>(19)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(19)</b>
<b>Grand total</b>	<b>12,072</b>	<b>7,266</b>	<b>1,495</b>	<b>9,306</b>	<b>1,045</b>	<b>204</b>	<b>2,035</b>	<b>748</b>	<b>34,171</b>

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.2m expenditure in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) 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 funding partner, 2020<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	-	-	-	-	-	-	-	-	0
Benin	-14	-	7	-	-	-	-30	-	-37
Burkina Faso	-	-36	-	-	-	-	-	-	-36
Burundi	-	-	10	-	-	-	-	-	10
Chad	-	-	-	-	-	-	-	-	0
Comoros	-	-	-	-	-	23	-	-	23
Democratic Republic of the Congo	-319	-	-	-	-	57	-	271	9
Equatorial Guinea	-	-	10	-	-	-	-	241	251
Eritrea	-	-	10	-	-	-	-	-	10
Ethiopia	3,626	100	-	-17	-5	-11	-	-	3,693
Gambia (The)	-	-216	90	736	-	-4	-	-	606
Guinea	-	-	135	8	-	55	427	-	625
Guinea-Bissau	-	-	-	1,405	-	-2	-	-	1,403
Liberia	1,970	-	-	4,732	-	-	-	-	6,702
Madagascar	-11	150	-	-1	-	-6	159	-	291
Malawi	-	-	100	-	-	-	-	-	100
Mali	-	-	-	-	-	-	-61	-	-61
Mauritania	-	-	-	-	-	-2	-	-	-2
Mozambique	20	-	-	1,943	-	-	-	-	1,963
Niger	-	-	89	-	-	29	-	-	118
Rwanda	61	-	70	-	-	-1	-13	-	117
Sao Tome and Principe	46	-	-	-	-	-	-	-	46
Senegal	1,833	80	70	-	792	-1	-	-	2,774
Sierra Leone	-	200	-	1,105	-	-	-	-	1,305
South Sudan	-	50	-	964	-	-	975	-	1,989
Togo	-	-	-	-	-	-	106	-	106
Uganda	96	-	63	-	-	-	-	-	159
United Republic of Tanzania	-5	-	-	-	-	-	142	-	137
Zambia	614	-	50	-	-	25	-	-	689
<b>Subtotal – Africa</b>	<b>7,917</b>	<b>328</b>	<b>704</b>	<b>10,875</b>	<b>787</b>	<b>162</b>	<b>1,705</b>	<b>512</b>	<b>22,990</b>

	Member States <sup>b</sup>	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries <sup>c</sup>	RPTC <sup>3</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	1,527	-	-	-	-	-	790	-	2,317
Sudan	95	-	30	10	-	-4	-1	413	543
<b>Subtotal – African Arab States</b>	<b>1,622</b>	<b>-</b>	<b>30</b>	<b>10</b>	<b>-</b>	<b>-4</b>	<b>789</b>	<b>413</b>	<b>2,860</b>
<b>Asia and the Pacific</b>									
Afghanistan	-	1,320	118	-	-	51	-	-	1,489
Bangladesh	-	-	-	-	-	23	-	-	23
Bhutan	509	-	-	-	-	-7	-	-	502
Cambodia	438	-492	-	58	1	-	168	197	370
Lao People's Democratic Republic	-	-	-	-	-	-	-	-	0
Myanmar	300	3,985	-	-	-	35	-	-	4,320
Nepal	245	-13	-	-	-	104	-	-	336
Vanuatu	-	-	-	-	-	23	-	-	23
<b>Subtotal – Asia and the Pacific</b>	<b>1,492</b>	<b>4,800</b>	<b>118</b>	<b>58</b>	<b>1</b>	<b>229</b>	<b>168</b>	<b>197</b>	<b>7,063</b>
<b>Latin America and the Caribbean</b>									
Haiti	-	-	-	-	-	-9	-	-	-9
<b>Subtotal – Latin America and the Caribbean</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-9</b>	<b>-</b>	<b>-</b>	<b>-9</b>
<b>Western Asian Arab States</b>									
Yemen	-	-	-100	-	-	-	-	-	-100
<b>Subtotal – Western Asian Arab States</b>	<b>-</b>	<b>-</b>	<b>-100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100</b>
<b>Grand total</b>	<b>11,031</b>	<b>5,128</b>	<b>752</b>	<b>10,943</b>	<b>788</b>	<b>378</b>	<b>2,662</b>	<b>1,122</b>	<b>32,804</b>

<sup>a</sup> Technical Cooperation activities includes Special Resources for Africa (SRA) amounting to a \$0.5 m net approvals in 2020.

<sup>b</sup> Current Member States. Includes Industrial Development Funds (IDF) 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> Other Countries includes former Member States, Industrial Development Fund (IDF) 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>**  
*2020 Net approvals and expenditures*

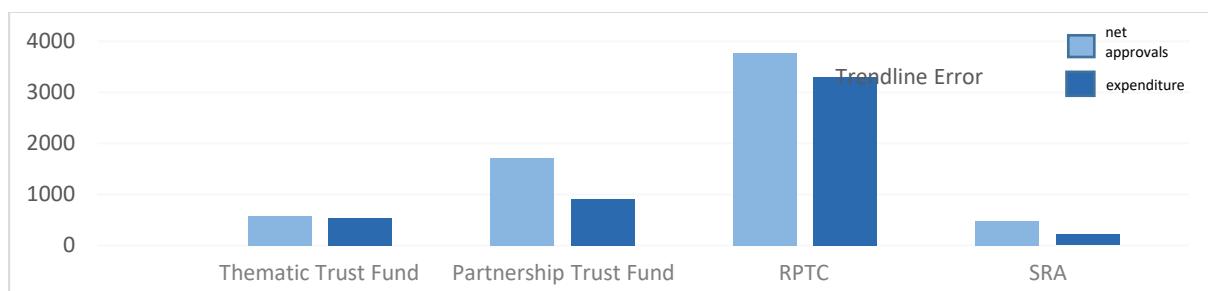
	<i>Net approvals</i>	<i>Expenditures</i>
	<i>(In thousands of US dollars)</i>	
<b>Thematic trust funds</b>		
Trust fund for increased food security through agribusiness and agro-industry promotion <sup>b</sup>	(59)	238
Trust fund for renewable energy for productive uses	(40)	1
Trust fund for trade-related capacity-building <sup>c</sup>	46	272
Trust fund for youth employment	0	(0)
Trust fund for Latin America and the Caribbean	639	22
<b>TOTAL</b>	<b>586</b>	<b>533</b>
<b>Partnership trust funds</b>		
Partnership trust fund	(139)	97
Partnership trust fund – China	1,871	747
Partnership trust fund – Russian Federation	(0)	39
Partnership trust fund – Spain	(17)	(2)
Partnership trust fund – Peru	0	33
<b>TOTAL</b>	<b>1,715</b>	<b>914</b>
<b>Regular Programme of Technical Cooperation (RPTC)</b>		
Advancing economic competitiveness	451	238
Creating shared prosperity	257	305
Safeguarding the environment	543	1,071
Cross-cutting issues	2,514	1,677
<b>TOTAL</b>	<b>3,766</b>	<b>3,292</b>
<b>Special Resources for Africa (SRA)</b>	475	216
<b>Total RPTC and SRA</b>	4,241	3,507

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

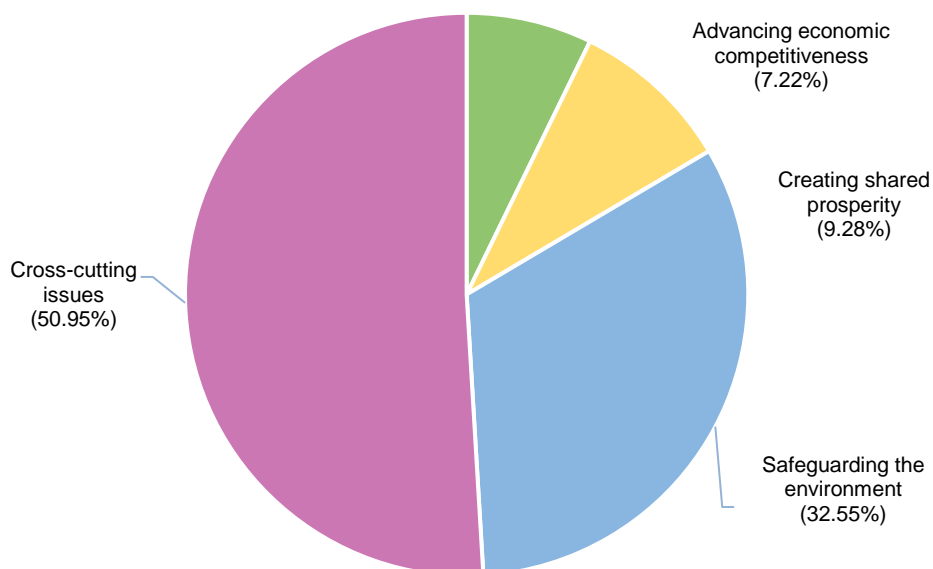
<sup>b</sup> Includes contribution from Finland.

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

*Net approvals and expenditure 2020*



*Regular programme of technical cooperations  
Percentage of expenditures*



## APPENDIX E

### PROGRAMME FOR COUNTRY PARTNERSHIP (PCP) PCPs IN IMPLEMENTATION

#### PCP Cambodia launches the implementation phase and supports COVID-19 recovery efforts




- PCP Cambodia entered the implementation phase in December 2020, following the **signature of the PCP Programme Document** by the Director General of UNIDO and the Senior Minister of Industry, Science, Technology and Innovation of Cambodia. The official signing ceremony was organized with the participation of senior government representatives from various ministries and high-level representatives of international development partners.
- UNIDO implemented the following activities in line with the **PCP priority area on “industrial diversification through special economic zones and innovation”**, including activities to support the Government in mitigating the impacts of COVID-19 on the industrial sector:
  - **Launching of the Agro-Food and Tourism Enterprise Recovery Programme**, funded by the Swiss Agency for Development and Cooperation (SDC). This \$1 million programme will support the revitalization of micro, small and medium enterprises through innovation, with an emphasis on women-led companies and female employment;
  - **Initiation of an Industry 4.0 readiness assessment for the garment sector** to determine the current and projected use of new technologies, digitalization and automation, its envisioned effects on production and human resources, and the related skills development needs. Funded by the United Nations Resident Coordinator’s Office (UNRCO), this joint UNIDO and International Labour Organization (ILO) assessment will inform the national recovery strategy for this key sector;
  - **Completion of a survey to assess the impact of COVID-19 on small and medium-sized enterprises (SMEs)**. The results of the survey were included in the United Nations Social Economic Response Plan (SERP) for Cambodia and the related report of the United Nations Economic Impact Group;
  - **Piloting of a study on quality infrastructure (QI) with the Department of Foreign Affairs and Trade of Australia**, as part of the Cambodia-Australia Agricultural Value Chain Programme. UNIDO developed the conceptual framework to determine the QI gaps and the required investments.

As part of the **PCP priority area on “agro-value chain development”**, UNIDO supported the Government in **developing and adopting new standards for food security**, in particular for the fisheries sector. This included the development of the National Action Plan for the Control and Inspection of Quality and Safety of Fish and Fishery Products (2020-2024), capacity-building for the national Fisheries Administration and other regulatory agencies, and a gender analysis of the post-harvest fisheries sector.

**PCP Ethiopia’s contribution to the development of agro-industries (2015-2020)**

PCP Ethiopia - Key performance indicators	
Agro-processing	
Indicators	Contribution to the SDGs
 <p>Construction of the 4 pilot integrated agro-industrial parks (IAIPs) is 70% complete in 4 regional states (Tigray, Amhara, Oromia and the Southern Nations, Nationalities, and Peoples' region)</p>	<ul style="list-style-type: none"> <li>Jobs created for young rural population and women</li> <li>Employed youth and women in off-farm jobs where they earn higher incomes and learn new skills</li> <li>State-of-the-art industrial infrastructure, eco-parks, green industries, attracting businesses which come with technologies and know-how</li> <li>Domestic and foreign firms engaged in joint ventures and partnerships, and supported by development partners</li> </ul>
 <p>Around 20,000 jobs created at the IAIP sites</p>	
 <p>In 2020, \$122.8 million mobilized from international development partners and \$330 million from the Government of Ethiopia for IAIP development</p>	
 <p>203 private companies registered to start business operations within the IAIPs; 12 companies already operational</p>	
 <ul style="list-style-type: none"> <li>5 value chain studies and 7 strategic analysis and business plans undertaken</li> <li>7 value chains supported</li> <li>13,000 worker jobs protected during the COVID-19 pandemic; 17,600 smallholder farmers and women fish producers benefitted</li> <li>2 farmers’ unions and 5 cooperatives upgraded their production</li> <li>3 products were commercialized (avocado, corn oil, honey)</li> </ul>	
	

### PCP Ethiopia as a multi-stakeholder partnership for ISID

PCP Ethiopia - Summary	
Indicators	Contribution to the SDGs
 <p>More than 20 stakeholders have partnered with UNIDO within the framework of the PCP, including Government agencies, international institutions and development partners</p>	<p>Multi-stakeholder partnership that has led to substantive investments in industrial infrastructure development and institutional capacity - building</p> 
 <p>In total, over \$ 1.91 billion leveraged in public and private financing to support industrial infrastructure development and institutional capacity-building (cumulative 2015-2020; including UNIDO technical cooperation portfolio and funding leveraged)</p>	

### PCP Morocco's support to the Government in addressing the impacts of COVID-19

- **UNIDO and the African Development Bank (AfDB)** assisted Morocco's National Federation of Agri-Business in assessing the **socio-economic impacts of the pandemic on the agro-food industry**. This will support the formulation of a strategy to enhance Morocco's response and recovery plan, especially targeting SMEs. The initiative was developed under the overall coordination of the Ministry of Industry, Trade, and Green and Digital Economy, as part of the PCP's agro-industry component;
- **Implementation of the UNIDO, World Health Organization (WHO) and United Nations Population Fund (UNFPA) joint project funded by the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund**. The project focuses on ensuring the continuity of essential primary healthcare and hospital services for the most vulnerable, and developing prevention and hygiene measures for essential non-health sectors during the COVID-19 pandemic. UNIDO is implementing the component focused on the prevention of workplace infection for frontline workers;
- Finalization of a **guide for the digitalization of SMEs** to overcome the challenges of the pandemic, as part of the PCP's e-commerce component.

### PCP Peru's provision of policy advice contributed to:

- The **National Strategy for Industrial Park Development** (approved by the Government of Peru in 2020)
  - In the course of 2020, the following studies were conducted by UNIDO to support the implementation of the strategy, among others: (i) Policy proposals developed for the sustainable industrial zone in Callao; (ii) An assessment and proposal for the regulatory framework for sustainable industrial zones (90 per cent complete); and (iii) The design of financial and non-financial mechanisms and incentives for cleaner production in sustainable industrial zones.
- The **National Roadmap for Circular Economy in Industry** (approved by the Government of Peru in 2020)
  - In the course of 2020, UNIDO developed guidelines for the management and handling of waste electrical and electronic equipment.
- The formulation of the **National Industrial Development Policy** (started in 2020, ongoing)
- **Gender** mainstreaming in policies and an increased focus on **green industrial policies** (cross-cutting, ongoing)
  - UNIDO conducted an assessment of gender mainstreaming in green policy frameworks in 10 prioritized national policies, including the National Roadmap for Circular Economy in Industry, the Peruvian



National Coffee Action Plan, the Action Plan on Gender and Climate Change, and the Framework Law on Climate Change (Law No. 30754), among others.

- The development of the **COVID-19 Socio-Economic Response and Recovery Plan for Peru**, in collaboration with the United Nations Country Team (UNCT).

#### **PCP Senegal's selected achievements in prioritized large-scale industrial projects**

- **Special economic zones (SEZ) and incentive package reform**
  - Four industrial parks were granted SEZ status by presidential decree, namely the parks of Diamniadio, Sandiara, Diass and Bargny.
- **Industrial parks**
  - As of December 2020, the Diamniadio industrial park hosts 20 enterprises operating in various sectors, including textiles, electronics, PVC, electric cars and bikes. The companies are from China, Côte d'Ivoire, France and Tunisia, among others. To date, the Government has invested \$40 million of its national resources in the establishment of this park; the private sector has invested around \$60 million;
  - Building on the success of Diamniadio, UNIDO is providing technical support to several additional parks under development. This includes the Sandiara industrial park, which already hosts six companies active in the manufacturing industries and fish and poultry processing, in addition to four other parks at various stages of development (Diass, Bargny, Touba and Casamance).
- **Agro-poles**
  - UNIDO continues to support the establishment of agro-poles in select regions of Senegal. In 2020, UNIDO finalized a feasibility study for the establishment of the first agro-pole in the south. Building on this study, the Islamic Development Bank (IsDB) and the African Development Bank (AfDB) signed loan agreements with the Government of Senegal. The financing agreements are for \$27 million and \$43 million, respectively. In parallel, the Government of Senegal and the Senegalese Construction and Operation Company (Société de Construction et d'Exploitation) have also committed \$25 million each towards this large-scale project;
  - In December 2020, the Government of Senegal and UNIDO signed an agreement for UNIDO to conduct the feasibility study for the northern agro-pole (\$700,000);
  - By exchange of letters and public communications, the AfDB and the European Investment Bank (EIB) have pledged to financially support the establishment of the agro-poles in the northern and central regions of Senegal. In addition, Belgium's development agency, Enabel, has committed a \$25 million grant for the central agro-pole.
- **Transfer of industrial knowledge and technology:** UNIDO has mobilized over \$25 million from bilateral and multilateral partners for 16 national and nine regional or global technical cooperation projects as part of the PCP (2015-2020). These projects support national capacity-building in areas such as agro-industrial value chains, investment promotion, quality infrastructure and competitiveness, circular economy, environment and sustainable energy, and women's empowerment, among others.

#### **The PCP as a multi-stakeholder partnership for Senegal's industrial development, engages the following partners, among others:**

- **Bilateral and multilateral partners:** Belgium (agro-poles); China (industrial policy, industrial parks); France (solar energy in the Diamniadio industrial park, industrial upgrading); Germany (training and employment, Compact with Africa, industrial parks, agro-poles); Japan (promotion of industrial investments, agro-poles); Luxembourg (vocational training, local economic development); the Republic of Korea (agro-poles), the European Union (clusters, industrial upgrading, value chains, competitiveness, circular economy, investment promotion); and the Global Environment Facility (sustainable cities, municipal and hazardous waste management).
- **Financial institutions:** the African Development Bank (AfDB) (agro-poles); the European Investment Bank (EIB) (agro-poles); the International Fund for Agricultural Development (IFAD) (agro-poles); and the World Bank (agro-poles).

- **Various United Nations entities**, such as the International Labour Organization (ILO) (employment and local industrial development) and the Food and Agriculture (FAO) (agro-industry); the national and international private sector; as well as academia.

#### **PCPs in programming:**

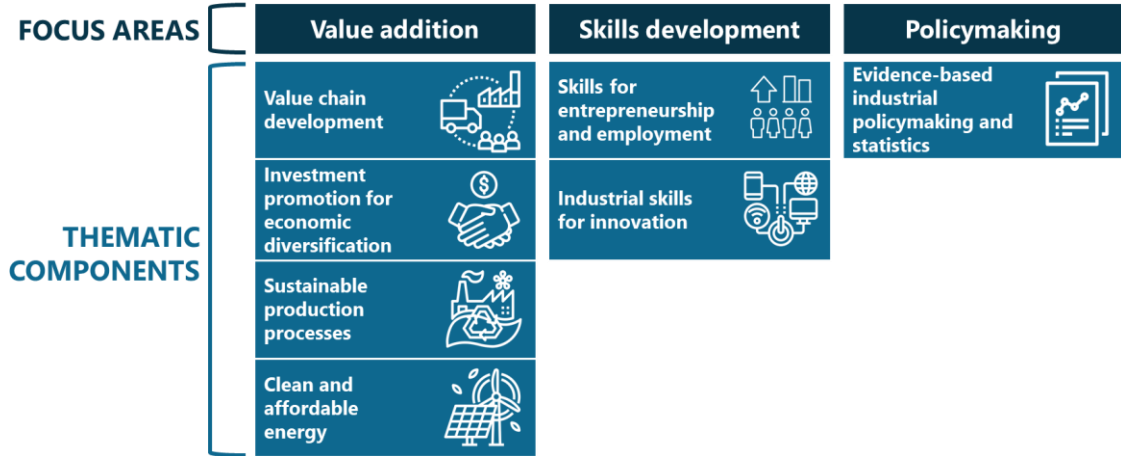
##### **PCP Egypt's contribution to the activities of the United Nations development system and joint efforts to help Egypt recover from the effects of COVID-19, and build an inclusive, sustainable and resilient economy:**

- The **UNIDO Country Diagnostic and the UNIDO Country and Industry Profile for Egypt** contributed to the United Nations Common Country Assessment and related policy recommendations.
- UNIDO contributed to the **COVID-19 Socio-Economic Response and Recovery Plan for Egypt and the United Nations Country Preparedness and Response Plan**, in collaboration with the UNCT.
- The Organization contributed to the **United Nations Inter-Ministerial Task Force on COVID-19's Economic Impact in Egypt**, as part of which UNIDO organized a webinar on the impact of COVID-19 on global value chains, and discussed policy responses and solutions.
- UNIDO organized a **multi-stakeholder strategic foresight exercise on Egypt's manufacturing sector** with the United Nations Resident Coordinator's Office, Egypt's Ministry of Planning and Economic Development, and other key stakeholders.
- Supported the **UN Egypt COVID-19 insight series** to promote the United Nations' analytical work related to COVID-19.
- Contributed to a rapid situation **analysis of the implications of COVID-19 on the agro-food sector** jointly with the World Food Programme (WFP), the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD).
- In collaboration with the Industrial Modernisation Centre (IMC) of Egypt's Ministry of Trade and Industry, UNIDO developed an **Industrial Performance Index to measure the impact of COVID-19 on the manufacturing sector** with a focus on the PCP's priority sectors.
- In addition, UNIDO developed and published **guidelines for the manufacturing sector** during the COVID-19 crisis and a **roadmap for improving the production of personal protection equipment (PPE)** in Egypt. The roadmap contains six pillars: 1) Raising public awareness about the importance of PPE in containing COVID-19; (2) Investing in spun-melt technology; (3) Strengthening audit and regulatory bodies; (4) Providing business development services to PPE sector; (5) Increasing the supply of PPE by introducing public-private partnerships; and (6) Repurposing manufacturing facilities as a temporary measure to produce PPE.
- In addition, UNIDO was involved in the development of **various joint programmes** with other United Nations entities to mitigate the negative effects of COVID-19.

##### **PCP Zambia's key programming achievements and partner mobilization efforts for the inclusive and sustainable industrial development (ISID) of Zambia, including recovery from the adverse effects of COVID-19:**

- **Programming milestones achieved in 2020 include:**
  - The **PCP Country Diagnostic** was finalized and approved by the Zambian Ministry of Commerce, Trade and Industry (MCTI) in July 2020. The study was conducted by UNIDO in coordination with various stakeholders, including the MCTI, the Ministry of National Development Planning (MoNDP), the Zambia Statistics Agency (ZamStats), the Zambia Micro and Small Traders Foundation (ZAMAST), the Zambia Chamber of Commerce and Industry (ZACCI), the Zambia Association of Manufacturers (ZAM), the Zambia Institute for Policy Analysis and Research (ZIPAR), the Zambia Development Agency (ZDA,) as well as the United Nations Economic Commission for Africa Sub-Regional Office for Southern Africa (SRO-SA ECA). The study established a baseline for programme development and identified the main opportunities and bottlenecks for advancing ISID in the country. The Diagnostic initiated the design of the PCP and, in close consultation with government counterparts and relevant stakeholders in the country, identified the focus areas, thematic components and industrial priority sectors that the PCP can most effectively contribute to;

- The MCTI and UNIDO jointly developed the **Terms of Reference for PCP Zambia National Coordination Body (NCB)**, which were endorsed by the Government in December 2020.



### PRIORITY SECTORS



**Partner mobilization efforts for the PCP** were conducted in line with the PCP Zambia Partner Map and Action Plan developed by UNIDO as part of the programming phase, and included the following activities:

- Consultations were launched with various national counterparts to identify national priorities and prioritized areas of intervention and collaboration, including the MCTI, the Ministry of Energy (MoE), the Rural Electrification Authority (REA), the Ministry of Agriculture, and the Zambia Development Agency. Meetings were also held with potential funding partners, including bilateral partners such as Japan, and financial institutions such the African Development Bank (AfDB) and the Green Climate Fund (GCF);
- Collaboration was enhanced with the UNRCO, and UNIDO contributed to several UNCT activities throughout 2020, among others, the preparation of the COVID-19 Recovery Needs Assessment (CRNA), the Common Country Assessment (CCA) for Zambia and the formulation of the next cycle of the United Nations Sustainable Development Country Framework (UNSDCF);
- The PCP also supported the **joint UNIDO-Food and Agriculture Organization (FAO) assessment of the COVID-19 impacts on small and medium-sized enterprises** in the Zambian food sector, as well as the **joint UNIDO-AfDB study on the COVID-19 impacts on the manufacturing sector**. UNIDO liaised with the local business sector to support survey implementation and data collection for both studies.

**Selected key performance indicators for 2020****Engagement and involvement of stakeholders in PCP Zambia**

- 60 people (25 women) reached through stakeholder meetings and counterpart consultations and 35 people (10 women) engaged in follow-up discussions, provision of feedback to preparation of documents and project proposals, and provision of feedback to relevant UNIDO surveys.
- Over 20 companies engaged in the UNIDO assessment part of the joint UNIDO-FAO study of the COVID-19 impact on SMEs and the manufacturing sector.
- Interim institutions (ZamStats and ZDA) involved in PCP activities, including the Country Diagnostic.
- Six government bodies (MCTI, MoNDP, MoA, MoFL, MoE, REA) involved in discussions on the establishment of the NCB and the development of new projects to be part of the PCP.
- 10 global actors reached through discussions and consultative meetings for the PCP (including UNECA, AfDB, FAO, UNRCO and UNCT).

**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	722	1,248	1,970
List B	289	305	594
List C	266	291	557
List D	223	176	399
Other	130	266	396
<b>GRAND TOTAL</b>	<b>1,630</b>	<b>2,286</b>	<b>3,916</b>

<sup>1</sup> The figures listed reflect the records available as of 15 January 2021 for the period 1 January 2020-31 December 2020

<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	15	Greece	5
Albania	15	Grenada	1
Algeria	16	Guatemala	2
Argentina	37	Guinea	36
Armenia	33	Guinea-Bissau	4
Australia	9	Honduras	3
Austria	167	Hungary	4
Azerbaijan	5	India	175
Bahrain	7	Indonesia	33
Bangladesh	14	Iran (Islamic Republic of)	35
Barbados	3	Iraq	21
Belarus	6	Ireland	14
Belgium	9	Italy	155
Benin	5	Japan	27
Bolivia (Plurinational State of)	14	Jordan	48
Bosnia and Herzegovina	12	Kazakhstan	2
Botswana	7	Kenya	62
Brazil	79	Kyrgyzstan	12
Bulgaria	13	Lao People's Democratic Republic	11
Burkina Faso	9	Latvia	2
Burundi	3	Lebanon	60
Cabo Verde	3	Liberia	18
Cambodia	42	Libya	5
Cameroon	20	Lithuania	2
Canada	38	Luxembourg	2
Chad	1	Madagascar	13
Chile	9	Malawi	6
China	71	Malaysia	26
China, Macao SAR	1	Mali	2
Colombia	123	Mauritania	1
Costa Rica	5	Mauritius	3
Côte d'Ivoire	18	Mexico	66
Croatia	17	Mongolia	20
Cuba	19	Montenegro	7
Czech Republic	4	Morocco	43
Democratic Republic of the Congo	1	Mozambique	14
Denmark	8	Myanmar	35
Dominican Republic	7	Namibia	5
Ecuador	10	Nepal	2
Egypt	112	Netherlands	19
El Salvador	6	New Zealand	1
Ethiopia	126	Nicaragua	59
Finland	12	Niger	2
France	78	Nigeria	45
Gabon	8	North Macedonia	40
Gambia	3	Pakistan	51
Georgia	9	Panama	1
Germany	83	Papua New Guinea	2
Ghana	53	Paraguay	4
Peru	55	Suriname	1

<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>	
Philippines	52	Sweden	17
Poland	7	Switzerland	8
Portugal	13	Syrian Arab Republic	13
Republic of Korea	19	Tajikistan	38
Republic of Moldova	9	Thailand	29
Romania	15	Togo	7
Russian Federation	97	Trinidad and Tobago	1
Rwanda	13	Tunisia	145
Saint Vincent and the Grenadines	3	Turkey	35
Sao Tome and Principe	1	Turkmenistan	3
Senegal	37	Uganda	30
Serbia	33	Ukraine	73
Seychelles	3	United Kingdom of Great Britain and Northern Ireland	65
Sierra Leone	18	United Republic of Tanzania	21
Singapore	2	United States of America	69
Slovakia	10	Uruguay	31
South Africa	53	Venezuela (Bolivarian Republic of)	18
South Sudan	84	Viet Nam	38
Spain	55	Yemen	5
Sri Lanka	23	Zambia	19
State of Palestine	14	Zimbabwe	10
Sudan	53		
		<b>Grand Total</b>	<b>3,916</b>

## APPENDIX G

### AGREEMENTS AND OTHER ARRANGEMENTS CONCLUDED BY UNIDO IN 2020<sup>1</sup>

#### I. States<sup>2</sup>

##### **Australia**

*Trust fund arrangement between UNIDO and the Government of Australia regarding the implementation of a project entitled “Hosting and managing the Private Financing Advisory Network (PFAN)”, signed on 6 April 2020.*

##### **Belarus**

*Cooperation framework between UNIDO and the Government of the Republic of Belarus, signed on 10 December 2020.*

##### **Cameroon**

*Agreement between UNIDO and the Government of the Republic of Cameroon regarding the implementation of a project entitled “Support for the development of the institutional, economic and operational model of the Cameroon Enterprise Upgrading Office”, signed on 19 October 2020.*

##### **Canada**

*Contribution arrangement between UNIDO and the Department of Natural Resources of Canada regarding the implementation of a project entitled “Support and operation of the Clean Energy Ministerial’s (CEM) Energy Management Working Group (EMWG)”, signed on 26 and 27 August 2020.*

##### **Chile**

*Agreement between UNIDO and the Ministry of the Environment of the Government of Chile regarding the implementation of a project entitled “Hydrochlorofluorocarbon (HCFC) phase-out management plan for Chile in the refrigeration and air conditioning sector”, signed on 21 October and 17 December 2020.*

##### **China**

*Agreement between UNIDO and the Government of the People’s Republic of China regarding the implementation of a project entitled “Emergency response assistance to the outbreak of the coronavirus disease (COVID-19) in the Islamic Republic of Iran”, signed on 30 December 2020.*

##### **Colombia**

*Exchange of letters constituting an agreement between UNIDO and the Government of Colombia extending the agreement concluded on 22 May 2000 on the establishment of a UNIDO regional office in Colombia, signed on 15 May and 15 June 2020.*

*Trust fund agreement between UNIDO and the Mining and Energy Planning Unit, Government of Colombia regarding the implementation of a project in Colombia entitled “Programme of evaluation in industry (PEVI)”, signed on 21 August 2020.*

##### **Germany**

*Arrangement between UNIDO and the Government of the Federal Republic of Germany regarding the implementation of a project entitled “Making the business case for sustainable chemistry: Chemical Leasing 4.0 – Global Chemical Leasing Award 2021”, signed on 6 and 11 May 2020.*

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<sup>1</sup> As deposited with the Office of Legal Affairs of UNIDO by 1 February 2021. Amendments to existing Agreements or Arrangements are generally not included.

<sup>2</sup> Including governments and regional governments.



*Roadmap for present and future cooperation between UNIDO and the Government of the Federal Republic of Germany, signed on 1 September 2020.*

*Arrangement between UNIDO and the Government of the Federal Republic of Germany regarding the implementation of a project entitled “Enhancing the provision of personal protective equipment in Africa: Strengthening the resilience of the industrial and healthcare sectors to COVID-19 and future pandemics”, signed on 2 December 2020.*

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

*Trust fund agreement between UNIDO and the Ministry of Communication and Information Technology of the Islamic Republic of Iran regarding the implementation of a project entitled “Promoting competitiveness and scaling up of innovative small and medium sized enterprises (SMEs) in the Islamic Republic of Iran”, signed on 22 August 2020.*

### **Italy**

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Inclusive and sustainable development of the tomato value chain in Egypt”, signed on 14 January 2020.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Investment promotion for Iraq”, signed on 14 January 2020.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Improved rural livelihoods through support to the moringa value chain development in Southern Nations Nationalities and Peoples Regional State (SNNPR), Ethiopia”, signed on 8 April 2020.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Supporting the textile value chain to create employment and economic opportunities in Jordan”, signed on 7 October 2020.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Institutional support and skills development for a dam safety programme to enable sustainable management of hydraulic infrastructure in Iraq”, signed on 7 October 2020.*

*Funding agreement between UNIDO and the Ministry of Foreign Affairs and International Cooperation of the Italian Republic regarding the implementation of a project entitled “Resilience of agro-pastoral populations in eastern Sudan”, signed on 29 October 2020.*

### **Japan**

*Exchange of notes constituting an agreement between UNIDO and Japan regarding the implementation of projects in Iraq and the Islamic Republic of Iran, signed on 19 and 21 February 2020.*

*Exchange of notes constituting an agreement between UNIDO and 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 4 and 9 March 2020.*

*Exchange of notes constituting an agreement between UNIDO and Japan regarding the implementation of a project entitled “Strengthening the capacity of developing countries to mitigate the impacts of the COVID-19 pandemic through appropriate technology transfer from Japan”, signed on 11 and 14 May 2020.*

*Joint declaration by a representative of UNIDO and the Director General of the Global Environment Bureau, Ministry of Environment of Japan, signed on 9 November 2020.*

**Kenya**

*Agreement between UNIDO and the Government of Kenya regarding the implementation of a project entitled “Strengthening capacity for operation and maintenance with internet of things technologies for Olkaria geothermal power station in Kenya”, signed on 30 September and 5 October 2020.*

**Monaco**

*Trust fund agreement between UNIDO and the Government of the Principality of Monaco regarding the implementation of a project entitled “Promoting women’s empowerment (PWE) for inclusive and sustainable industrial development in the Middle East and North Africa (MENA) Region”, signed on 17 July 2020.*

*Joint declaration by the Director General of UNIDO, the Minister of Foreign Affairs of the Principality of Monaco and the Secretary General of the Union for the Mediterranean, signed on 17 July 2020.*

**Senegal**

*Agreement between UNIDO and the Government of Senegal regarding the implementation of a project entitled “Feasibility study and business plan for the establishment of an integrated and competitive agropole in the northern zone of Senegal”, signed on 18 December 2020.*

**Sweden**

*Agreement between UNIDO and Sweden regarding the implementation of a project entitled “Learning and knowledge development facility 2.0”, signed on 4 and 10 June 2020.*

*Agreement between UNIDO and Sweden regarding the implementation of a project entitled “Diagnostic study of the cocoa value chain in the southwest of the Democratic Republic of Congo”, signed on 30 November and 1 December 2020.*

*Agreement between UNIDO and Sweden regarding the implementation of a project entitled “Design of a public private development partnership between the Swedish International Development Cooperation Agency (Sida), Volvo and UNIDO in the Democratic Republic of the Congo, using the market system development approach”, signed on 10 and 16 December 2020.*

**Switzerland**

*Agreement between UNIDO and the Swiss Federal Department of Foreign Affairs regarding the implementation of a project entitled “Reduction of the adverse impact of mercury on the environment and human health from the gold plating sector in Nepal”, signed on 17 March 2020.*

*Agreement between UNIDO and the Swiss Agency for Development and Cooperation (SDC) regarding the implementation of a project entitled “Agro-food and tourism enterprise recovery programme in Cambodia (AFTER)”, signed on 27 November 2020.*

**United States of America**

*Grant agreement between UNIDO and the United States Agency for International Development (USAID) regarding the implementation of a project in Pakistan entitled “Hosting and managing the Private Financing Advisory Network (PFAN)”, signed on 22 September 2020.*

**Uzbekistan**

*Joint declaration by the Director General of UNIDO and the Minister of Economic Development and Poverty Reduction of the Republic of Uzbekistan, signed on 22 December 2020.*

## **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 the Lebanon Recovery Fund, signed by UNIDO on 6 March 2020.*

*Memorandum of understanding between the recipient UN organizations and UNDP regarding the operational aspects of the UN COVID-19 Response and Recovery Fund, signed by UNIDO on 7 April 2020.*

*Memorandum of understanding between the participating UN organizations and UNDP regarding the operational aspects of a SDG Partnership Platform Multi-Partner Trust Fund in Kenya, signed by UNIDO on 8 April 2020.*

*Memorandum of understanding between UNIDO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the UN Children's Fund (UNICEF) and the International Labour Organization (ILO) regarding the operational aspects of the decent employment for youth in Cambodia programme, signed on 1 June 2020.*

*Contribution agreement between UNIDO and the Resident Coordinator's Office (RCO) in Cambodia regarding the implementation of a project entitled "UNIDO – ILO industry 4.0 Cambodia garment assessment", signed on 26 November 2020.*

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

*Contribution agreement between UNIDO and FAO regarding the implementation of a project entitled "Installation of a milk collection/processing unit in Aleppo Governorate, Syria", signed on 6 and 7 May 2020.*

*Contribution agreement between UNIDO and FAO regarding the implementation of a project entitled "Accelerated agriculture and agro-industry development initiative plus (3ADI+)", signed on 22 and 29 June 2020.*

### **International Atomic Energy Agency (IAEA)**

*Practical arrangements between UNIDO and IAEA regarding cooperation in the area of peaceful uses of nuclear technology for inclusive and sustainable industrial development, signed on 12 June 2020.*

### **United Nations Children's Fund (UNICEF)**

*Contribution agreement between UNIDO and UNICEF regarding the implementation of a project in the Syrian Arab Republic entitled "Supporting science, technology, engineering, and mathematics - Learning as a pathway for early recovery", signed on 29 September and 7 October 2020.*

### **World Trade Organization (WTO)**

*Implementation assignment between UNIDO and WTO regarding the implementation of a project entitled "Piloting the use of voluntary third-party assurance (vTPA) programmes to improve food safety outcomes in West Africa", signed on 28 September and 7 October 2020.*

*Implementation assignment between UNIDO and WTO regarding the implementation of a project entitled "Strengthening food safety and quality compliance for select Sri Lankan spices through the application of traceability solutions", signed on 3 and 10 November 2020.*

## **III. Other intergovernmental organizations**

### **African Development Bank (AfDB) and the United Republic of Tanzania**

*Tripartite funding and implementation agreement between UNIDO, the African Development Fund and African Development Bank and the Government of the United Republic of Tanzania regarding the implementation of a project entitled "Feasibility study, business plan and design of a masterplan for the establishment of a Special Agro-Industrial Processing Zone (SAPZ) in Tanzania", signed on 9 September 2020.*

**European Training Foundation (ETF)**

*Joint declaration by the Director General of UNIDO and the Director of ETF, signed on 3 and 5 August 2020.*

**European Union (EU)**

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “PROMOVE Comércio – Building competitiveness for exports”, signed on 20 December 2019 and 14 January 2020.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “WACOMP The Gambia: Increasing competitiveness through enhanced quality and compliance in the onion value chain”, signed on 31 July and 1 August 2020.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “SWITCH to circular economy value chains”, signed on 23 and 30 October 2020.*

*Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Programme to support Algeria’s transition to a green and circular economy”, signed on 20 and 22 December 2020.*

**Green Climate Fund (GCF)**

*Side letter to the 2018 framework readiness and preparatory support grant agreement between UNIDO and GCF, signed on 23 and 30 July 2020.*

**Pan American Health Organization (PAHO)**

*Contribution agreement between UNIDO and PAHO regarding the implementation of a project entitled “Strengthening of national initiatives and enhancement of regional cooperation for the environmentally sound management of POPs in waste of electronic or electrical equipment (WEEE) in Latin-American countries”, signed on 18 December 2019 and 10 January 2020.*

**IV. National organizations****Austrian Development Agency (ADA), Austria**

*Agreement between UNIDO and ADA regarding the implementation of a project entitled “Vienna Energy Forum 2020/2021”, signed on 20 and 23 November 2020.*

**China International Center for Economic and Technical Exchanges (CICETE), China**

*Implementation agreement between UNIDO and CICETE regarding the implementation of a project entitled “Capacity building for upgrading the livestock value chain in Ethiopia”, signed on 16 December 2020.*

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

*Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Accreditation of new Enhancing the Quality of Industrial Policies (EQuIP) policy co-facilitators and revision of the toolkit”, signed on 7 December 2020.*

**Korea Energy Agency (KEA), Republic of Korea**

*Memorandum of understanding between UNIDO and KEA, signed on 15 and 28 December 2020.*

**Millennium Challenge Agency (MCA), Morocco**

*Agreement between UNIDO and MCA regarding the implementation of a project entitled “Programme for Country Partnership (PCP) Morocco industrial zones component: Upgrading and development of industrial zones in Morocco”, signed on 12 and 13 October 2020.*

**Slovene Enterprise Fund (SEF), Slovenia**

*Trust fund agreement between UNIDO and SEF regarding the implementation of a project in Cuba entitled “Fostering Slovenian - Cuban innovation cluster for biopharma, medical and nanotechnologies sectors 2020–2021”, signed on 29 July and 17 August 2020.*

*Trust fund agreement between UNIDO and SEF regarding the implementation of a project entitled “Promoting smart manufacturing through innovation system building in Serbia”, signed on 29 October and 9 November 2020.*

## **V. Other entities**

### **African Institute for Mathematical Sciences (AIMS), Rwanda**

*Memorandum of understanding on cooperation between UNIDO and AIMS, signed on 6 July and 6 August 2020.*

### **Consumer Unity and Trust Society (CUTS), India**

*Memorandum of understanding on cooperation between UNIDO and CUTS, signed on 30 March 2020.*

### **Eduardo Mondlane University (UEM), Mozambique**

*Joint declaration by the Director General of UNIDO and the Rector of UEM, signed on 3 and 19 February 2020.*

### **European Brand Institute GmbH (EBI), Austria**

*Memorandum of understanding on cooperation between UNIDO and EBI, signed on 13 and 16 March 2020.*

### **Global Sustainable Seafood Initiative (GSSI), Netherlands**

*Affiliated partner agreement between UNIDO and GSSI, signed on 11 and 16 December 2020.*

### **Johns Hopkins University – School of Advanced International Studies (SAIS) Europe, Italy**

*Letter of agreement between UNIDO and Johns Hopkins University – SAIS Europe regarding the UNIDO Internship Programme, signed on 15 May and 29 September 2020.*

### **Kyoto University, Japan**

*Letter of agreement between UNIDO and the Graduate School of Advanced Integrated Studies in Human Survivability (GSAIS), Kyoto University regarding the UNIDO Internship Programme, signed on 24 September 2020.*

### **Members of the Fourth Industrial Revolution Alliance, China**

*Joint declaration by a representative of UNIDO and members of the Fourth Industrial Revolution (4IR) Alliance, signed on 6 November 2020.*

### **Reed Expositions France, France**

*Memorandum of understanding on cooperation between UNIDO and Reed Expositions France, signed on 30 July and 27 August 2020.*

### **Sophia University, Japan**

*Letter of agreement between UNIDO and Sophia University regarding the UNIDO Internship Programme, signed on 10 and 27 January 2020.*

### **Tsinghua University, China**

*Memorandum of agreement between UNIDO and Tsinghua University regarding the UNIDO Partner Expert Programme, signed on 17 January 2020.*

### **University of Cambridge, United Kingdom of Great Britain and Northern Ireland**

*Memorandum of agreement between UNIDO and the Centre for Industrial Sustainability, University of Cambridge regarding the UNIDO Partner Expert Programme, signed on 2 March 2020.*

### **University of Tokyo, Japan**

*Letter of agreement between UNIDO and the Graduate School of Agricultural and Life Sciences at the University of Tokyo 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 7 and 19 February 2020.*

**Waltersmith Petroman Oil Limited, Nigeria**

*Trust fund agreement between UNIDO and Waltersmith regarding the implementation of a project entitled “Preparation of a feasibility study for an industrial park at Ibigwe Field in Imo State, Nigeria”, signed on 28 October and 6 November 2020.*

**World Technopolis Association (WTA), Republic of Korea**

*Memorandum of understanding on cooperation between UNIDO and WTA, signed on 2 and 6 April 2020.*

## APPENDIX H

## COUNTRY PROMOTION PRESENTATIONS/SEMINARS ORGANIZED BY INVESTMENT AND TECHNOLOGY PROMOTION OFFICES (ITPOs) IN 2020

Venue	Countries/Regions promoted	
Austria (8 out of 8 events online)	Cambodia	1
	India	1
	Myanmar	1
	Republic of Korea	2
	Viet Nam	1
	Global	3
Bahrain (13 out of 16 events online)	Bahrain	7
	Gulf Region	1
	Middle East and North Africa (MENA)	2
	Republic of Korea	1
	Global	5
Cambodia (5 out of 5 events online)	Cambodia	1
	China	1
	Republic of Korea	1
	Japan	1
	Italy	1
China (15 out of 46 events online)	Austria	1
	Belgium	1
	Bolivia (Plurinational State of)	1
	Canada	2
	China	6
	Finland	1
	Germany	3
	Italy	1
	Japan	1
	Republic of Korea	1
	Singapore	2
	South Africa	1
	Spain	1
	Sweden	1
	Switzerland	1
	Turkey	1
	United Arab Emirates	1
	United Kingdom of Great Britain and Northern Ireland	1
	United States of America	4
	Global	15
Colombia (online)	Colombia	1
Egypt (online)	MENA	1
Ethiopia (online)	Global	1
Germany (5 out of 17 events online)	Africa Region	2
	Latin America Region	1
	Côte d'Ivoire	1
	Egypt	2
	Gambia	1
	Ghana	1
	Kenya	2
	Morocco	1
	Nigeria	2
	Senegal	1
	Sierra Leone	1

Venue	Countries/Regions promoted		
	Tunisia		1
	Global		1
China, Hong Kong SAR (online)	Global		1
Italy (31 out of 44 events online)	Africa Region		3
	Botswana		2
	Cambodia		1
	China		1
	Colombia		1
	Cuba		5
	Ethiopia		3
	Iraq		1
	Italy		6
	Kazakhstan		1
	Kenya		3
	Mediterranean Region		1
	Pakistan		4
	Peru		3
	Somalia		2
	United Arab Emirates		1
	Global		5
Japan (26 out of 29 events online)	Africa Region		2
	Algeria		1
	Bangladesh		3
	Burundi		1
	Ethiopia		1
	Jordan		1
	Mauritius		1
	Mozambique		1
	Myanmar		1
	Nigeria		2
	Pakistan		2
	Papua New Guinea		1
	Rwanda		2
	Sri Lanka		1
	Senegal		1
	Tunisia		1
	Uganda		1
	Uzbekistan		1
	Viet Nam		1
	Global		4
Lebanon (online)	MENA		1
Oman (online)	Global		1
Pakistan (2 out of 2 events online)	China		1
	Pakistan		1
Peru (online)	Peru		1
Republic of Korea (12 out of 12 events online)	Cambodia		1
	Ethiopia		2
	Indonesia		2
	Lao People's Democratic Republic		2
	Peru		2
	Republic of Korea		1
	Sri Lanka		2
Russian Federation (13 out of 23 events online)	BRICS countries		2
	Commonwealth of Independent States Countries		1



<i>Venue</i>	<i>Countries/Regions promoted</i>		
	Eurasian Economic Union Countries		1
	European Union Member States		1
	France		1
	Gulf Region		1
	Norway		1
	Russian Federation		11
	Global		4
Saudi Arabia ( <i>online</i> )	Global		1
Somalia ( <i>online</i> )	Somalia		1
Sudan	MENA		1
(1 out of 2 events online)	Sudan		1
Turkey	Organization of Islamic Cooperation Member States		2
(3 out of 4 events online)	Global		2
United Arab Emirates ( <i>online</i> )	Global		3
			220

**APPENDIX I**  
**FIELD REPRESENTATION**  
 As of 31 December 2020

	<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	0	1	0	1	0	2	4
Madagascar	0	0	0	0	1	0	0	2	3
Mali	0	0	0	0	1	0	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
Togo*	0	0	0	0	0	0	0	0	0
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>4</b>	<b>1</b>	<b>9</b>	<b>8</b>	<b>0</b>	<b>29</b>	<b>54</b>
<b>ARAB REGION</b>									
Algeria	0	0	0	0	1	0	0	2	3
Egypt	1	0	0	0	0	1	0	3	5
Jordan	0	0	0	0	1	0	0	0	1
Lebanon	0	0	0	0	0	0	0	1	1
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>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>17</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	5	6
India	0	1	0	0	0	0	0	3	4
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>2</b>	<b>0</b>	<b>21</b>	<b>34</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	0	0	1	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>2</b>	<b>0</b>	<b>1</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	1	3
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>8</b>	<b>18</b>
<b>GRAND TOTAL</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>24</b>	<b>14</b>	<b>1</b>	<b>70</b>	<b>125</b>

	<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	1	0	0	4	0	0	0	0	3	8
China, Beijing	0	1	0	0	0	0	0	0	0	0	1
China, Shanghai	0	0	0	0	0	0	0	0	0	0	0
Germany, Bonn	0	1	3	0	0	1	0	0	0	3	8
Italy, Rome	0	1	0	0	0	0	0	0	0	2	3
Japan, Tokyo	0	1	0	0	1	0	0	0	2	0	4
Republic of Korea, Seoul	0	0	0	0	0	0	0	0	0	0	0
<b>Centre for International Industrial Cooperation</b>											
Russian Federation, Moscow	1	0	0	0	0	0	0	0	0	0	1
<b>TOTAL</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>25</b>

	<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>GRAND TOTAL WORKFORCE REPRESENTED IN THE FIELD (staff members)</b>											<b>150</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 representing UNIDO in the field</b>											<b>5</b>

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

DIR	Director
DUR	Director and UNIDO Representative
GS	General Service
H	Head
IPD	Investment Promotion Expert and Deputy Head
IPE	Investment Promotion Expert and Deputy to Head
IPO	Investment Promotion Officer
NO	National Officer
NO_DIR	National Officer/Director
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  
Headcount as of 31 December 2020 and headcount from  
1 January to 31 December 2020

	As of 31 December 2020	January 2020 to December 2020
<b>Staff members</b>		
<i>Internationally recruited staff members:</i>		
Core staff members (100 series)	210	219
Non-core staff members (200 series)	59	65
<b>Subtotal of internationally recruited staff members</b>	<b>269</b>	<b>284</b>
<i>Locally recruited staff members:</i>		
National Professional Officers (NO)	48	52
General Service (100 series)	339	345
General Service short-term (300 series)	36	37
<b>Subtotal of locally recruited staff members</b>	<b>423</b>	<b>434</b>
<b>Total employees with staff member status</b>	<b>692</b>	<b>718</b>
<i>Experts and consultants:</i>		
Internationally recruited Individual Service Agreement (ISA) holders	454	693
Locally recruited ISA holders	1,054	1,386
<b>Total employees with ISAs</b>	<b>1,508</b>	<b>2,079</b>
<b>Total UNIDO workforce:</b>	<b>2,200</b>	<b>2,797</b>

Table 2  
Internationally recruited staff members by grade, duty station and gender as at  
31 December 2020

	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
International core staff 100 series of staff rule															
DG			0	1		1			0			0	1	0	1
D-2	5	1	6			0			0			0	5	1	6
D-1	4	1	5	8	2	10			0			0	12	3	15
P-5	1	1	12	34	16	50	2		2			0	47	17	64
P-4		1	1	42	33	75		1	1			0	42	35	77
P-3	1		1	27	11	38	1		1			0	29	11	40
P-2			0	2	5	7			0			0	2	5	7
<b>Subtotal Professional</b>	<b>21</b>	<b>4</b>	<b>25</b>	<b>114</b>	<b>67</b>	<b>181</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>138</b>	<b>72</b>	<b>210</b>
Non-core 200 series of staff rule															
L-6			0	1		1			0	4	1	5	5	1	6
L-5	3		3	1	1	2			0			0	4	1	5
L-4		1	1	2	1	3			0	2	1	3	4	3	7
L-3	1	2	3	6	7	13			0	1	1	2	8	10	18
L-2	1	1	2	7	12	19			0			0	8	13	21
L-1			0	1		1			0		1	1	1	1	2
<b>Subtotal 200 series</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>18</b>	<b>21</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>4</b>	<b>11</b>	<b>30</b>	<b>29</b>	<b>59</b>

Table 3  
Locally recruited staff members by grade, duty station and gender as at  
31 December 2020

	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
Local core staff 100 series of staff rule															
NO-4	18	11	29							1			19	11	30
NO-3	8	3	11							1			9	3	12
NO-2	2		2										2	0	2
NO-1			0							2	2		2	2	4
<b>Subtotal NO</b>	<b>28</b>	<b>14</b>	<b>42</b>							<b>4</b>	<b>2</b>		<b>32</b>	<b>16</b>	<b>48</b>
G-7						0			0				0	0	0
G-6	3	13	16	25	62	87		1	1		1	1	28	77	105
G-5	2	18	20	41	42	83		1	1		1	1	43	62	105
G-4	3	6	9	32	11	43	1		1		3	3	36	20	56
G-3	26		26	26	2	28			0	1	2	3	53	4	57
G-2			0	16		16			0				16	0	16
<b>Subtotal GS</b>	<b>34</b>	<b>37</b>	<b>71</b>	<b>140</b>	<b>117</b>	<b>257</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>176</b>	<b>163</b>	<b>339</b>
Non-core 300 series of staff rule															
G-5				3	1	4							3	1	4
G-4				8	7	15							8	7	15
G-3				6	9	15							6	9	15
G-2				2		2							2	0	2
<b>Subtotal 300 series</b>				<b>19</b>	<b>17</b>	<b>36</b>							<b>19</b>	<b>17</b>	<b>36</b>

Table 4  
Total employees with staff member status by grade and gender  
as of 31 December 2020

	Female	Male	Female	Total
DG		1	0.0%	1
D-2	1	5	16.7%	6
D-1	3	12	20.0%	15
P-5	17	47	26.6%	64
P-4	35	42	45.5%	77
P-3	11	29	27.5%	40
P-2	5	2	71.4%	7
<b>Subtotal</b>	<b>72</b>	<b>138</b>	<b>34.3%</b>	<b>210</b>
NO-4	11	19	36.7%	30
NO-3	3	9	25.0%	12
NO-2		2	0.0%	2
NO-1	2	2	50.0%	4
<b>NO Total</b>	<b>16</b>	<b>32</b>	<b>33.3%</b>	<b>48</b>
G-6	77	28	73.3%	105
G-5	63	46	57.8%	109
G-4	27	44	38.0%	71
G-3	13	59	18.1%	72
G-2		18	0.0%	18
<b>GS Total</b>	<b>180</b>	<b>195</b>	<b>48.0%</b>	<b>375</b>
L-6	1	5	16.7%	6
L-5	1	4	20.0%	5
L-4	3	4	42.9%	7
L-3	10	8	55.6%	18
L-2	13	8	61.9%	21
L-1	1	1	50.0%	2
<b>L Total</b>	<b>29</b>	<b>30</b>	<b>49.2%</b>	<b>59</b>
<b>Grand Total</b>	<b>297</b>	<b>395</b>	<b>42.9%</b>	<b>692</b>



Table 5  
Experts and consultants under Individual Service Agreements (ISA)  
1 January to 31 December 2020

	HQ			Field			Offices away from HQs			Total		
	F	M	Subtotal	F	M	Subtotal	F	M	Subtotal	F	M	Total
<b>International Non-Staff</b>	138	106	244	111	327	438	7	1	8	256	434	690
<b>Local Non-Staff</b>	62	32	94	493	795	1288	0	0	0	555	827	1382
<b>Grand Total</b>	<b>200</b>	<b>138</b>	<b>338</b>	<b>604</b>	<b>1122</b>	<b>1726</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>811</b>	<b>1261</b>	<b>2072</b>
		<b>HQ</b>	<b>16%</b>		<b>Field</b>	<b>83%</b>	<b>Offices Away From HQs</b>		<b>0%</b>			

## APPENDIX K

STAFF DEVELOPMENT  
Status 31 December 2020

Learning Category/Module	Online Course	Total number of participants	Total trainee hours
<b>I. Orientation for HQ and Field staff</b>			
Briefing on Staff Performance Management and New Hire Roadmap	Partially	65	83
<b>Subtotal</b>		<b>65</b>	<b>83.0</b>
<b>II. Executive Development and Management</b>			
360 degree feedback and coaching	Yes	1	6
Board of Directors retreat	Yes	43	537.5
Expanded Board of Directors retreat	Yes	89	178
Leadership Training for UN Country Team in Jordan	No	1	32
Oxford Women's Leadership Development Programme	Yes	2	240
UN Leadership Deep Dive – Transforming Self and Systems	Yes	1	25
UNSSC: Leadership, Women and the UN	Yes	3	133.5
<b>Subtotal</b>		<b>140</b>	<b>1,152.0</b>
<b>III. Technical Competencies Upgrading</b>			
Advance Course in Refrigeration installations technology (module 3)	No	1	36
Air hygiene training (VDI6022/ON6021)	No	2	32
Audit Report Writing Course	Yes	3	48
Briefing on New Invoice Management System	Yes	270	405
Building a Successful Partnership with the EU	Yes	155	465
Certified Fraud Examiner Review Course	Yes	6	192
Design Leadership and Innovation	Yes	1	16
Designing Network Video Solutions	Yes	1	6
Diploma in Strategic Public Procurement - Level 4 (CIPS accredited)	Yes	1	40
European Lobbying, Methods and Tools	Yes	1	16
Full Cost Recovery Awareness Session	Yes	127	142.5

HarvardX Professional Certificate in Data Science	Yes	1	112.5
How to enter CATS timesheets for Full Cost Recovery	Yes	237	349
Intella Advanced: Self-paced foundation course on the advanced use of Intella Software	Yes	1	21
International Merchandise and Trade Statistics	Yes	1	30
International Program for Development Evaluation Training (IPDET), Blue Marble Evaluation	Yes	2	60
Introductory Certificate in Public Procurement - Level 2 (CIPS accredited)	Yes	1	32
Network Technology for Audio/Video and Media Technology	Yes	6	42
Network Video Fundamentals	Yes	1	12
Online Communication and Online Presence	Yes	16	72
Partnerships with the Financial Institutions and the business sector as well as on Environmental and Social Safeguards (ESS)	Partially	23	26.5
Performance Auditing Seminar	No	1	16
Policy Coherence for Sustainable Development	Yes	1	30
Refresher Training on Fire Protection Flaps	No	3	24
Share Out Session: UN Innovation Network (UNIN) Bootcamp	No	36	54
Strategic HR Leadership	Yes	1	12
The Foundational Primer on the 2030 Agenda for Sustainable Development	Yes	1	3.5
Training and certification for Fire Protection Officer	No	1	24
Training on Effective Writing	Yes	33	462
Training on Electrical Energy Storage	Yes	17	136
Training to use lathe (type PROFIL 1000/180N)	No	8	16
UNIDO Green Climate Fund (GCF) webinars for Field Offices and Regional Divisions	Yes	41	41
Webinar on Fraud, Whistle Blowing and Risk Management	Yes	2	12
<b>Subtotal</b>		<b>1002</b>	<b>2,986.0</b>
<b>IV. Information Technology Training</b>			
Briefing on new UNIDO service portal (TopDesk)	Yes	131	131
<b>Subtotal</b>		<b>131</b>	<b>131.0</b>

<b>V. General Competencies Upgrading</b>			
EQ Lab on Empathy	No	24	52
I Know Gender (core modules)	Yes	59	147.5
UNIDO Code of Ethical Conduct	Yes	273	546
We continue learning at UNIDO - conversation	Yes	21	31.5
We stay connected at UNIDO - conversation	Yes	28	32
<b>Subtotal</b>		<b>405</b>	<b>809.0</b>
<b>VI. Work/Life Balancing, Mediation, Health</b>			
Refreshing mental boot camp	Yes	43	86
Simple Meditation Techniques	Yes	84	84
Your Mental Health Matters	Yes	100	150
<b>Subtotal</b>		<b>227</b>	<b>320.0</b>
<b>VII. Staff Welfare</b>			
Security awareness training (BSAFE)	Yes	52	104
<b>Subtotal</b>		<b>52</b>	<b>104.0</b>
<b>VIII. Language Training</b>	Yes	96	3,072.0
<b>Subtotal</b>		<b>96</b>	<b>3,072.0</b>
<b>IX. Specialized External training</b>			
The Paris Agreement on Climate Change as a Development Agenda	Yes	1	36
<b>Subtotal</b>		<b>1</b>	<b>36.0</b>
<b>X. Other</b>			
<i>LinkedIn Learning</i> E-Learning Platform (self-paced courses)	Yes	913	1,532.0
Subtotal		913	1,532.0
<b>GRAND TOTAL</b>		<b>3,032</b>	<b>10,225.0</b>

## APPENDIX L

### INDUSTRIAL STATISTICS

<i>Title</i>	<i>Description of publication</i>
International Yearbook of Industrial Statistics, 2020 ISBN: 978 1 78990 570 0 (cased) ISBN: 978 1 78990 571 7 (eBook)	This annual publication of UNIDO (co-publisher Edward Elgar Publishing Ltd.) 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>
World Statistics on Mining and Utilities 2020 ISBN 978 1 78897 457 8 (cased) ISBN 978 1 78897 458 5 (ebook)	This biennial publication of UNIDO (co-publisher Edward Elgar Publishing Ltd.) provides internationally comparable statistics on mining and utilities sectors on major indicators. <a href="https://www.e-elgar.com/shop/gbp/world-statistics-on-mining-and-utilities-2020-9781800375208.html">https://www.e-elgar.com/shop/gbp/world-statistics-on-mining-and-utilities-2020-9781800375208.html</a>
World Manufacturing Production – Quarterly statistics for the fourth quarter of 2019 and for the first, second and third quarters of 2020	The quarterly report provides statistical data on current trends of global manufacturing with a brief analysis. The report is based on country-level indices of industrial production. The report is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a>
World Manufacturing Production – Monthly statistics from March until September 2020	The monthly overview provides statistical data on the current trend of global manufacturing. The report is based on the available monthly indices of industrial production and is available at <a href="http://stat.unido.org/">http://stat.unido.org/</a>
COVID-19 Data Platform	The COVID-19 data platform/overview provides statistical data on the impact of the SARS-CoV-2 pandemic on manufacturing activity. The latest data is available at <a href="https://stat.unido.org/COVID-19">https://stat.unido.org/COVID-19</a>
Competitive Industrial Performance (CIP) Report 2018	CIP is a composite measure constructed by UNIDO to rank countries by the CIP index. In addition to the traditional CIP, the 2018 report presented, for the first time, an 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>
Statistical indicators of inclusive and sustainable industrialization 2019	This UNIDO statistical publication monitors 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>
How Industrial Development Matters to the Well-Being of the Population	The report presents statistical evidence on how closely industrial development is linked to people's living conditions and the quality of their lives. The report is available at <a href="https://stat.unido.org/content/publications/how-industrial-development-matters-to-the-well-being-of-the-population">https://stat.unido.org/content/publications/how-industrial-development-matters-to-the-well-being-of-the-population</a>
UNIDO Industrial Statistics Databases (INDSTAT) 2020 editions: <ul style="list-style-type: none"> <li>• INDSTAT4 at the 3 and 4-digit level of ISIC (Revisions 3 and 4)</li> </ul>	These online statistical products (also available on CD-ROM) 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>

Title	Description of publication
<ul style="list-style-type: none"> <li>• INDSTAT2 at 2-digit level of ISIC revision 3</li> <li>• Industrial Demand-Supply Balance (IDSB) Database at 4-digit level of ISIC</li> <li>• Mining &amp; Utilities Statistics Database (MINSTAT) at the 2- and 3-digit levels of ISIC (Revisions 3 and 4)</li> <li>• Manufacturing Value Added (MVA) Database</li> <li>• Competitive Industrial Performance (CIP) Database</li> <li>• SDG 9 data</li> </ul>	
Value added in industrial statistics and national accounts	<p data-bbox="576 949 863 978"><a href="https://stat.unido.org/SDG">https://stat.unido.org/SDG</a></p> <p data-bbox="576 987 1358 1048">This research paper describes how UNIDO compiles and provides value added estimates on total manufacturing from two different sources.</p> <p data-bbox="576 1066 1353 1126"><a href="https://stat.unido.org/content/publications/value-added-in-industrial-statistics-and-national-accounts">https://stat.unido.org/content/publications/value-added-in-industrial-statistics-and-national-accounts</a></p>
Handbook on Statistics for Economies Based on Natural Resources	<p data-bbox="576 1146 1374 1238">This handbook focuses on how mining industry is rapidly developing, generating substantial revenue and resulting in significant growth in those economies based on natural resources.</p> <p data-bbox="576 1263 1369 1323"><a href="https://stat.unido.org/content/publications/handbook-on-statistics-for-economies-based-on-natural-resources">https://stat.unido.org/content/publications/handbook-on-statistics-for-economies-based-on-natural-resources</a></p>
Saudi Arabia Country Competitiveness Profile 2019	<p data-bbox="576 1344 1362 1404">The report compares Saudi Arabia's manufacturing competitiveness with three comparator countries: Brazil, South Africa, and Turkey.</p> <p data-bbox="576 1431 1305 1491"><a href="https://stat.unido.org/content/publications/saudi-arabia-country-competitiveness-profile-2019">https://stat.unido.org/content/publications/saudi-arabia-country-competitiveness-profile-2019</a></p>
African industrial competitiveness report: An overview of the manufacturing industry in the region	<p data-bbox="576 1512 1394 1671">The African industrial competitiveness report is based primarily on the UNIDO Competitive Industrial Performance (CIP) Index developed by the UNIDO Statistics Division. It provides a detailed view of industrial competitiveness in Africa and its subregions, highlighting recent trends and current competitiveness standings, as well as significant data gaps.</p> <p data-bbox="576 1688 1401 1749"><a href="https://www.unido.org/sites/default/files/files/2020-11/UNIDO%20African%20Industrial%20Competitiveness%20Report.pdf">https://www.unido.org/sites/default/files/files/2020-11/UNIDO%20African%20Industrial%20Competitiveness%20Report.pdf</a></p>