

Appendices

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APPENDIX A

OPERATIONAL STATISTICS

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Table 1A
Technical cooperation activities^a expenditure, 2021 to 2024 by funding partner
(In thousands of US dollars)

	2021	2022	2023	2024	%
Major Funding Partners					
Member States ^b	65,450	62,554	76,071	98,866	34.0%
Global Environment Facility (GEF)	44,485	45,457	57,332	64,489	22.1%
European Union (EU)	34,517	34,530	44,146	57,307	19.7%
Montreal Protocol (MLF)	19,134	17,111	22,887	20,956	7.2%
Other countries ^c	4,574	5,227	3,757	28,789	9.9%
RPTC and SRA ^d	4,396	5,746	5,678	6,110	2.1%
United Nations agencies ^e	5,451	7,661	9,490	7,372	2.5%
Other donors, IFIs and private sector ^f	1,391	1,977	5,799	7,319	2.5%
Total	179,398	180,263	225,160	291,208	100.0%

^a Technical cooperation activities include Special Resources for Africa (SRA) which amounted to \$0.5m in expenditure in 2024.

^b 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.

^c Other Countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

Table 1B
Expenditure on technical cooperation activities^a in 2024 by funding partner
(In thousands of US dollars)

<i>Member States^b</i>		<i>%</i>
Austria	1,076	0.4%
Bahrain	1,860	0.6%
Bangladesh	(20)	0.0%
Bulgaria	2	0.0%
Burkina Faso	(1)	0.0%
China	8,493	2.9%
Colombia	249	0.1%
Czechia	3	0.0%
Ethiopia	954	0.3%
Finland	1,550	0.5%
Germany	9,833	3.4%
India	549	0.2%
International ^c	286	0.1%
Iran (Islamic Republic of)	(2)	0.0%
Italy	9,952	3.4%
Japan	39,558	13.6%
Monaco	38	0.0%
Mongolia	(40)	0.0%
Morocco	769	0.3%
Netherlands (Kingdom of the)	23	0.0%
Nigeria	277	0.1%
Norway	4,439	1.5%
Peru	(2)	0.0%
Poland	17	0.0%
Republic of Korea	2,031	0.7%
Russian Federation	2,837	1.0%
Sao Tome and Principe	61	0.0%
Saudi Arabia	195	0.1%
Slovenia	167	0.1%
Suriname	26	0.0%
Sweden	4,824	1.7%
Switzerland	8,439	2.9%
Timor-Leste	380	0.1%
Venezuela (Bolivarian Republic of)	43	0.0%
	98,866	34.0%
Global Environment Facility (GEF)	64,489	22.1%
Montreal Protocol (MLF)	20,956	7.2%
European Union (EU)	57,307	19.7%

<i>Member States^b</i>		<i>%</i>
Other countries^d		
Australia	150	0.1%
Belgium	1,418	0.5%
Canada	3,306	1.1%
United Kingdom of Great Britain and Northern Ireland	21,842	7.5%
United States of America	2,073	0.7%
	28,789	9.9%
RPTC and SRA^e	6,110	2.1%
United Nations agencies^f	7,372	2.5%
Other donors, IFIs and private sector^g	7,319	2.5%
Total	291,208	100.0%

^a Technical cooperation activities include Special Resources for Africa (SRA) which amounted to \$0.5m in expenditure in 2024.

^b 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.

^c Includes interregional, regional and global projects.

^d Other countries include former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^e Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^f Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^g 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:^a value of net project approvals and expenditure, 2021 to 2024
(In millions of US dollars)

	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
	Total				Member States ^b				Global Environmental Facility (GEF)				Montreal Protocol (MLF)			
Residual value of projects brought forward	348.5	366.4	386.2	402.3	95.4	102.2	102.5	105.0	151.8	153.2	164.9	168.0	43.4	47.0	48.6	55.0
Value of project budgets approved in the year (net)	197.3	200.0	241.3	350.3	72.3	62.8	78.6	139.7	45.9	57.2	60.4	42.4	22.7	18.7	29.3	45.1
Total of approved projects under implementation	545.8	566.4	627.5	752.6	167.7	165.0	181.1	244.7	197.7	210.4	225.3	210.4	66.1	65.7	77.9	100.1
Expenditure	179.4	180.3	225.2	291.2	65.5	62.6	76.1	98.9	44.5	45.5	57.3	64.5	19.1	17.1	22.9	21.0
Residual value of projects carried forward	366.4	386.1	402.3	461.4	102.2	102.4	105.0	145.8	153.2	164.9	168.0	145.9	47.0	48.6	55.0	79.1
	European Union (EU)				Other countries ^c				RPTC and SRA ^d				United Nations agencies ^e			
Residual value of projects brought forward	35.7	40.6	47.9	49.4	7.6	4.9	4.3	8.5	5.8	8.2	6.6	6.0	7.4	9.2	8.0	6.2
Value of project budgets approved in the year (net)	39.4	41.9	45.6	65.6	1.9	4.6	8.0	27.2	6.8	4.1	5.1	6.2	7.2	6.5	7.7	12.5
Total of approved projects under implementation	75.1	82.5	93.5	115.0	9.5	9.5	12.3	35.7	12.6	12.3	11.7	12.2	14.6	15.7	15.7	18.7
Expenditure	34.5	34.5	44.1	57.3	4.6	5.2	3.8	28.7	4.4	5.7	5.7	6.1	5.4	7.7	9.5	7.4
Residual value of projects carried forward	40.6	48.0	49.4	57.7	4.9	4.3	8.5	7.0	8.2	6.6	6.0	6.1	9.2	8.0	6.2	11.3
	Other donors, IFIs and private sector ^f															
Residual value of projects brought forward	1.4	1.1	3.4	4.2												
Value of project budgets approved in the year (net)	1.1	4.2	6.6	11.6												
Total of approved projects under implementation	2.5	5.3	10.0	15.8												
Expenditure	1.4	2.0	5.8	7.3												
Residual value of projects carried forward	1.1	3.3	4.2	8.5												

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure and \$0.5m net approvals in 2024.

^b 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.

^c Other countries include former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa.

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

Table 3A
Technical cooperation activities:^a net project/grant approvals in 2023 and 2024 by funding partner
(In thousands of US dollars)

Major Funding Partner	New projects/grants approved			Existing projects/grants revised			Total net value of approvals/revisions	
	Number of projects/grants	Value of projects/grants	Average value of projects/grants	Number of projects/grants	Value of revisions	Average value of revisions		%
2024								
Member States ^b	73	113,943	1,561	298	25,722	86	139,665	39.9%
Global Environment Facility (GEF)	43	45,259	1,053	170	(2,889)	(17)	42,370	12.1%
Montreal Protocol (MLF)	85	45,909	540	284	(860)	(3)	45,049	12.9%
European Union (EU)	7	14,564	2,081	43	51,084	1,188	65,648	18.7%
Other countries ^c	5	2,547	509	14	24,686	1,763	27,233	7.8%
RPTC and SRA ^d	66	4,864	74	150	1,304	9	6,168	1.8%
United Nations agencies ^e	12	8,890	741	33	3,666	111	12,556	3.6%
Others donors, IFIs and private sector ^f	14	6,498	464	43	5,106	119	11,604	3.3%
Total	305	242,474	795	1,035	107,819	104	350,293	
2023								
Member States ^b	59	52,729	894	311	25,892	83	78,621	32.6%
Global Environment Facility (GEF)	28	50,055	1,788	174	10,388	60	60,443	25.1%
Montreal Protocol (MLF)	98	31,372	320	288	(2,041)	(7)	29,331	12.2%
European Union (EU)	8	7,377	922	38	38,235	1,006	45,612	18.9%
Other countries ^c	3	4,894	1,631	16	3,071	192	7,965	3.3%
RPTC and SRA ^d	46	3,706	81	151	1,329	9	5,035	2.1%
United Nations agencies ^e	4	1,569	392	41	6,121	149	7,690	3.2%
Others donors, IFIs and private sector ^f	17	5,683	334	36	879	24	6,562	2.7%
Total	263	157,385	598	1,055	83,874	80	241,259	

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in net approvals for 2024.

^b 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.

^c Other countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f 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:^a value of net project approvals in 2024 by funding partner and geographical area
(In thousands of US dollars)

<i>Major Funding Partner</i>	<i>Africa (excluding African Arab States)^a</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^a</i>	<i>Total</i>
Member States ^b	20,996	405	8,331	2,508	23,093	4,701	79,631	139,665
Global Environment Facility (GEF)	8,606	305	18,254	633	123	2,455	11,994	42,370
Montreal Protocol (MLF)	4,261	7,679	8,797	5,532	4,102	14,678	-	45,049
European Union (EU)	17,115	3,224	20,457	792	1,952	2,308	19,800	65,648
Other countries ^c	1,840	477	1,259	-	-	-	23,657	27,233
RPTC and SRA ^d	1,303	31	321	279	255	132	3,847	6,168
United Nations agencies ^e	1,199	1,383	552	73	1,239	7,014	1,096	12,556
Other donors, IFIs and private sector ^f	5,238	1,001	(3)	(310)	-	305	5,373	11,604
Total	60,558	14,505	57,968	9,507	30,764	31,593	145,398	350,293
Total Africa	75,063							
Total Arab States	24,012							

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in net approvals in 2024.

^b 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.

^c Other countries include former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

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

Table 4
Expenditure on technical cooperation activities^a in 2023 and 2024 by funding partner and project component
(In thousands of US dollars)

<i>Major funding partner</i>	<i>Project personnel</i>	<i>Subcontracts</i>	<i>Fellowships and training</i>	<i>Equipment</i>	<i>Miscellaneous</i>	<i>Total</i>
2024						
Member States ^b	41,462	44,044	3,938	5,977	3,445	98,866
Global Environment Facility (GEF)	7,162	54,907	611	1,460	349	64,489
Montreal Protocol (MLF)	5,972	11,179	1,099	2,382	324	20,956
European Union (EU)	23,728	22,545	3,273	6,091	1,670	57,307
Other countries ^c	3,357	24,993	189	60	190	28,789
RPTC and SRA ^d	5,039	379	557	13	122	6,110
United Nations agencies ^e	2,384	3,950	433	363	242	7,372
Other donors, IFIs and private sector ^f	3,158	3,158	345	323	335	7,319
Total	92,262	165,155	10,445	16,669	6,677	291,208
%	31.7%	56.7%	3.6%	5.7%	2.3%	
2023						
Member States ^b	41,382	18,270	6,447	7,153	2,819	76,071
Global Environment Facility (GEF)	7,840	27,807	595	994	20,096	57,332
Montreal Protocol (MLF)	6,002	10,567	452	5,645	221	22,887
European Union (EU)	21,198	13,157	2,364	5,650	1,777	44,146
Other countries ^c	1,781	1,764	123	48	41	3,757
RPTC and SRA ^d	4,428	651	446	-	153	5,678
United Nations agencies ^e	3,017	5,155	531	511	276	9,490
Other donors, IFIs and private sector ^f	2,243	2,982	486	38	50	5,799
Total	87,891	80,353	11,444	20,039	25,433	225,160
%	39.0%	35.7%	5.1%	8.9%	11.3%	

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure in 2024.

^b 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.

^c Other countries include former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

^g As of 2024, partnerships and grants are included.

Table 5
Expenditure on technical cooperation activities^a in 2024 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>
Shared prosperity from industry	22,586	6,947	5,563	735	954	1,102	2,147	40,034	13.7%
Economic competitiveness	15,540	2,167	12,711	2,856	9,653	4,065	37,385	84,377	29.0%
Environmentally sustainable industry	31,481	8,181	36,418	2,272	8,512	14,013	45,292	146,169	50.2%
Cross-cutting services	2,398	98	6,809	1,032	558	412	9,321	20,628	7.1%
Total	72,005	17,393	61,501	6,895	19,677	19,592	94,145	291,208	
Total Africa	89,398								
Total Arab States	24,288								

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure in 2024.

Table 6
Expenditure on technical cooperation activities^a by geographical area, 2021 to 2024
(In thousands of US dollars)

<i>Geographical Area</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
<i>Africa (excluding African Arab States)</i>				
Country projects	40,267	41,415	55,731	62,739
Regional projects	3,492	6,192	5,775	9,266
Subtotal	43,759	47,607	61,506	72,005
<i>African Arab States</i>				
Country projects	16,568	14,941	19,744	17,393
Regional projects	7	769	- 2	
Subtotal	16,575	15,710	19,742	17,393
<i>Asia and the Pacific (excluding Western Asian Arab States)</i>				
Country projects	41,622	33,626	41,933	58,825
Regional projects	2,495	987	342	2,676
Subtotal	44,117	34,613	42,275	61,501
<i>Western Asian Arab States</i>				
Country projects	6,002	8,741	8,445	6,496
Regional projects	374	468	1,391	399
Subtotal	6,376	9,209	9,836	6,895
<i>Europe and Central Asia</i>				
Country projects	9,764	11,875	12,071	17,483
Regional projects	365	755	494	2,194
Subtotal	10,129	12,630	12,565	19,677
<i>Latin America and the Caribbean</i>				
Country projects	16,418	20,772	29,366	19,117
Regional projects	3,267	2,008	531	475
Subtotal	19,685	22,780	29,897	19,592
<i>Global and interregional projects</i>				
Total	179,398	180,263	225,160	291,208

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure in 2024.

Table 7
Expenditure on technical cooperation activities^a in 2024 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	
	%		%		%		%		%		%		%		%	
A. By major funding partner																
Member States ^b	21,053	29.2%	6,470	37.2%	8,868	14.4%	3,503	50.8%	10,016	50.9%	3,273	16.7%	45,683	48.5%	98,866	34.0%
Global Environment Facility (GEF)	21,854	30.4%	1,250	7.2%	21,405	34.8%	508	7.4%	5,602	28.5%	5,270	26.9%	8,600	9.1%	64,489	22.1%
Montreal Protocol (MLF)	2,698	3.7%	2,746	15.8%	8,036	13.1%	760	11.0%	1,672	8.5%	5,524	28.2%	(480)	-0.5%	20,956	7.2%
European Union (EU)	17,730	24.6%	4,173	24.0%	21,107	34.3%	1,522	22.1%	1,999	10.2%	2,995	15.3%	7,781	8.3%	57,307	19.7%
Other countries ^c	2,296	3.2%	1,458	8.4%	908	1.5%		0.0%		0.0%		0.0%	24,127	25.6%	28,789	9.9%
RPTC and SRA ^d	1,111	1.5%	9	0.1%	438	0.7%	167	2.4%	356	1.8%	199	1.0%	3,830	4.1%	6,110	2.1%
United Nations agencies ^e	2,119	2.9%	1,071	6.2%	699	1.1%	32	0.5%	32	0.2%	2,033	10.4%	1,386	1.5%	7,372	2.5%
Others donors, IFIs and private sector ^f	3,144	4.4%	216	1.2%	40	0.1%	403	5.8%		0.0%	298	1.5%	3,218	3.4%	7,319	2.5%
Total	72,005		17,393		61,501		6,895		19,677		19,592		94,145		291,208	
Total Africa	89,398															
Total Arab States	24,288															
B. By project component																
Project personnel	24,157	33.5%	8,542	49.1%	13,372	21.7%	4,773	69.2%	7,007	35.6%	7,640	39.0%	26,771	28.4%	92,262	31.7%
Subcontracts, partnerships, grants ^g	33,716	46.8%	7,300	42.0%	43,118	70.1%	536	7.8%	9,585	48.7%	8,097	41.3%	62,803	66.7%	165,155	56.7%
Fellowships and training	3,883	5.4%	681	3.9%	1,048	1.7%	574	8.3%	655	3.3%	997	5.1%	2,607	2.8%	10,445	3.6%
Equipment	8,064	11.2%	362	2.1%	3,126	5.1%	581	8.4%	1,995	10.1%	2,196	11.2%	345	0.4%	16,669	5.7%
Miscellaneous	2,185	3.0%	508	2.9%	837	1.4%	431	6.3%	435	2.2%	662	3.4%	1,619	1.7%	6,677	2.3%
Total	72,005		17,393		61,501		6,895		19,677		19,592		94,145		291,208	

^a Technical cooperation activities includes Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure in 2024.

^b 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.

^c Other countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

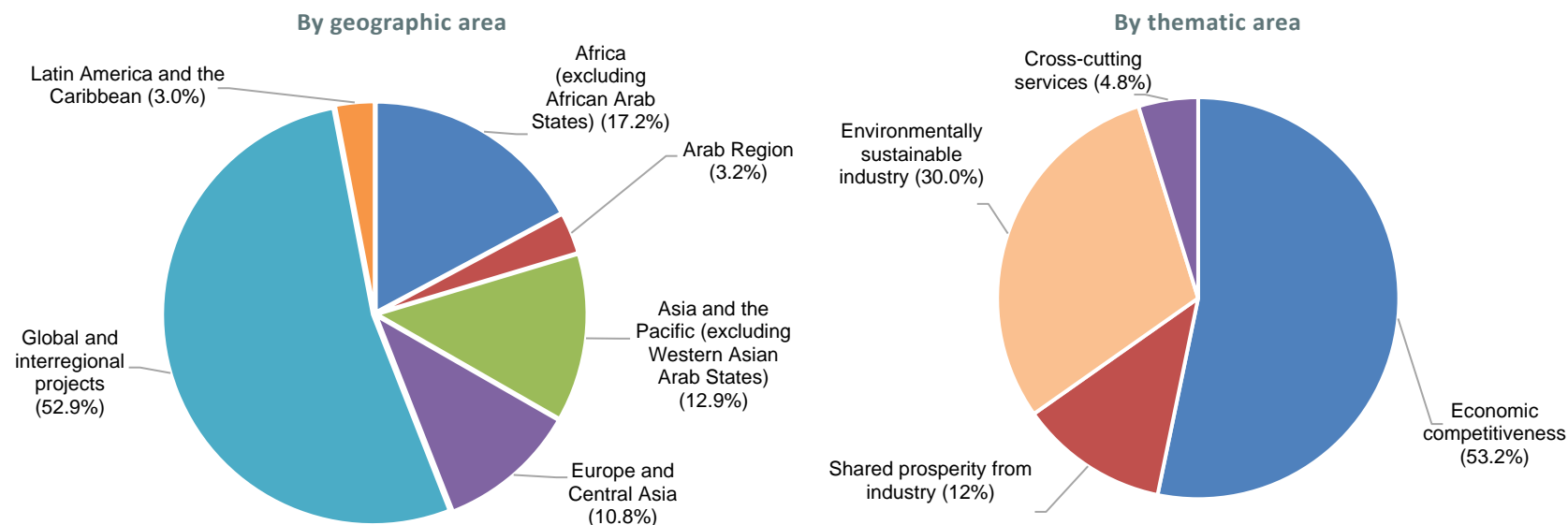
^g As of 2024 partnerships and grants are included.

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

APPENDIX B

PROJECT APPROVALS UNDER VOLUNTARY CONTRIBUTIONS

Governmental contributions: net approvals in 2024^{a,b}



<i>Geographical area</i>	<i>(In thousands of US dollars)</i>	<i>%</i>	<i>Thematic area</i>	<i>(In thousands of US dollars)</i>	<i>%</i>
Africa (excluding African Arab States)	39,951	17.2%	Economic competitiveness	123,803	53.2%
Arab Region	7,405	3.2%	Shared prosperity from industry	27,897	12.0%
Asia and the Pacific (excluding Western Asian Arab States)	30,048	12.9%	Environmentally sustainable industry	69,687	30.0%
Europe and Central Asia	25,045	10.8%	Cross-cutting services	11,159	4.8%
Global and interregional projects	123,088	52.9%			
Latin America and the Caribbean	7,009	3.0%			
TOTAL	232,546	100%	TOTAL	232,546	100%

^a 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).

^b Includes Associate Expert/JPO programme of \$1.6m.

APPENDIX C

TECHNICAL ASSISTANCE TO LEAST DEVELOPED COUNTRIES

Table 1: Expenditure^a by country and funding partner in 2024
(In thousands of US dollars)

	Member States ^b	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries ^c	RPTC ^d and SRA	United Nations agencies ^e	Other donors, IFIs and private sector ^f	Total
Africa									
Angola	207	24		471		33		27	762
Benin			160			(4)			156
Burkina Faso			67				447		514
Burundi		610	119						729
Chad			38						38
Comoros				702					702
Democratic Republic of the Congo	1,469	391				104			1,964
Eritrea			54						54
Ethiopia	5,281	1,344	8	1,529		(9)			8,153
Gambia		571	72	798		29			1,470
Guinea			14	835		13		167	1,029
Guinea-Bissau			6	1,129		66	(26)		1,175
Lesotho		97	22					204	323
Liberia	1,301		3	5,796		1			7,101
Madagascar		2,606	6	678		31	158	75	3,554
Malawi	25	94	11					58	188
Mali		(10)				6	3		(1)
Mauritania			15						15
Mozambique	2,843	(72)	(4)	1,317					4,084
Niger			45			(3)			42
Rwanda	15	69	12						96
Sao Tome and Principe	60	16						280	356
Senegal	346	554	(13)	861					1,748
Sierra Leone	825	1,947	66	612		38			3,488
South Sudan	113	847							960
Togo			64						64
Uganda	406		5						411
United Republic of Tanzania	24	(54)	59	1,660			1,173		2,862
Zambia	1,404		20			31			1,455
Subtotal Africa	14,319	9,034	849	16,388	0	336	1,755	811	43,492

	Member States ^b	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries ^c	RPTC ^d and SRA	United Nations agencies ^e	Other donors, IFIs and private sector ^f	Total
African Arab States									
Somalia	52	83	88	1,684			192		2,099
Sudan	1,467		(113)	(85)	936				2,205
Subtotal African Arab States	1,519	83	(25)	1,599	936	0	192	0	4,304
Asia and the Pacific									
Afghanistan			13				343		356
Bangladesh	1,156	374							1,530
Bhutan	(2)								(2)
Cambodia	15	332		3,269		94	90		3,800
Lao People's Democratic Republic		(31)							(31)
Myanmar									0
Nepal	27								27
Timor-Leste	381								381
Subtotal Asia and the Pacific	1,577	675	13	3,269	0	94	433	0	6,061
Western Asian Arab States									
Yemen	0	0	0	0	-	-	-	-	0
Subtotal Western Asian Arab States	0	0	0	0	0	0	0	0	0
Grand total	17,415	9,793	837	21,256	936	430	2,380	811	53,857

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in expenditure in 2024.

^b 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.

^c Other countries include former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

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

Table 2: Net project approvals by country and major donor, 2024^a
(In thousands of US dollars)

	Member States ^b	Global Environment Facility (GEF)	Montreal Protocol (MLF)	European Union (EU)	Other countries ^c	RPTC ^d and SRA	United Nations agencies ^e	Other donors, IFIs and private sector ^f	Total
Africa									
Angola	7	-	-	938	-	21	-	1	967
Benin	-	-	60	-	-	-	-	-	60
Burkina Faso	-	-	(1)	-	-	-	-	-	(1)
Burundi	-	-	102	-	-	-	-	-	102
Chad	-	-	75	-	-	-	-	-	75
Comoros	-	-	-	1,484	-	-	-	-	1,484
Democratic Republic of the Congo	1,417	-	-	-	-	229	-	(38)	1,608
Eritrea	-	-	-	-	-	-	-	-	-
Ethiopia	2,814	200	-	54	-	32	-	-	3,100
Gambia	-	(54)	30	446	-	-	-	-	422
Guinea	-	-	(5)	669	-	1	-	328	993
Guinea-Bissau	-	-	150	15	-	1	(28)	-	138
Lesotho	-	200	18	-	-	-	-	179	397
Liberia	1,301	-	-	8,978	-	50	-	-	10,329
Madagascar	-	300	89	842	-	(5)	450	406	2,082
Malawi	26	150	(7)	-	-	-	-	119	288
Mali	-	5,138	-	-	-	-	(5)	-	5,133
Mauritania	-	-	-	-	-	-	-	-	-
Mozambique	600	-	-	359	-	-	-	-	959
Niger	-	-	90	-	-	(3)	-	-	87
Rwanda	4	-	110	-	-	-	-	-	114
Sao Tome and Principe	50	-	-	-	-	-	-	415	465
Senegal	892	-	128	768	-	(1)	-	-	1,787
Sierra Leone	0	-	21	208	-	73	-	-	302
South Sudan	(1)	(20)	-	-	-	27	-	-	6
Togo	-	-	70	-	-	-	-	-	70
Uganda	202	-	58	-	-	23	-	-	283
United Republic of Tanzania	240	-	-	19	-	28	164	-	451
Zambia	1,946	-	139	-	-	-	-	-	2,085
Subtotal Africa	9,498	5,914	1,127	14,780	-	476	581	1,410	33,786

	<i>Member States^b</i>	<i>Global Environment Facility (GEF)</i>	<i>Montreal Protocol (MLF)</i>	<i>European Union (EU)</i>	<i>Other countries^c</i>	<i>RPTC^d and SRA</i>	<i>United Nations agencies^e</i>	<i>Other donors, IFIs and private sector^f</i>	<i>Total</i>
African Arab States									
Somalia	-	200	606	2,036	-	-	196	-	3,038
Sudan	(2,115)	-	-	21	323	-	-	-	(1,771)
Subtotal African Arab States	(2,115)	200	606	2,057	323	-	196	-	1,267
Asia and the Pacific									
Afghanistan	-	-	491	-	-	-	-	-	491
Bangladesh	2,193	-	90	-	-	-	-	-	2,283
Bhutan	-	-	-	-	-	-	-	-	-
Cambodia	202	(3)	-	3,275	-	5	256	(20)	3,715
Lao People's Democratic Republic	-	(101)	-	-	-	1	-	-	(100)
Myanmar	(6)	-	(16)	-	-	1	-	-	(21)
Nepal	309	-	-	-	-	-	-	-	309
Timor-Leste	-	-	-	-	-	-	-	-	0
Subtotal Asia and the Pacific	2,698	(104)	565	3,275	-	7	256	(20)	6,677
Western Asian Arab States									
Yemen	(3)	-	-	-	-	-	-	-	(3)
Subtotal Western Asian Arab States	(3)	-	-	-	-	-	-	-	(3)
Grand total	10,078	6,010	2,298	20,112	323	483	1,033	1,390	41,727

^a Technical cooperation activities include Special Resources for Africa (SRA), which amounted to \$0.5m in net approvals in 2024.

^b 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.

^c Other countries includes former Member States, Industrial Development Fund (IDF) residuals, and trust funds including third-party and self-financed.

^d Regular Programme of Technical Cooperation (RPTC) and Special Resources for Africa (SRA).

^e Combines all United Nations agencies including funding from other donors such as GEF and EU as pass-through agreements.

^f Includes non-governmental, international financial institutions (IFIs) and private sector entities.

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

APPENDIX D
PROGRAMMABLE FUNDS^a
2024 Net approvals and expenditures

	<i>Net approvals</i>	<i>Expenditures</i>
	<i>(In thousands of US dollars)</i>	
Thematic trust funds		
Trust fund for increased food security through agribusiness and agro-industry promotion ^b	2	0
Trust fund for renewable energy for productive uses	0	9
Trust fund for trade-related capacity building ^c	365	267
Trust fund for Latin America and the Caribbean ^d	(77)	299
TOTAL	290	575
Partnership trust funds		
Partnership trust fund	0	(21)
Partnership trust fund – China	(79)	289
Partnership trust fund – Peru	(0)	(2)
Partnership trust fund – Russian Federation	0	22
TOTAL	(79)	289
Regular Programme of Technical Cooperation (RPTC)		
Economic competitiveness	1,099	1,134
Shared prosperity from industry	1,267	1,177
Environmentally sustainable industry	474	681
Cross-cutting issues	2,792	2,662
TOTAL	5,632	5,653
Special Resources for Africa (SRA)	536	456
Total RPTC and SRA	6,168	6,110

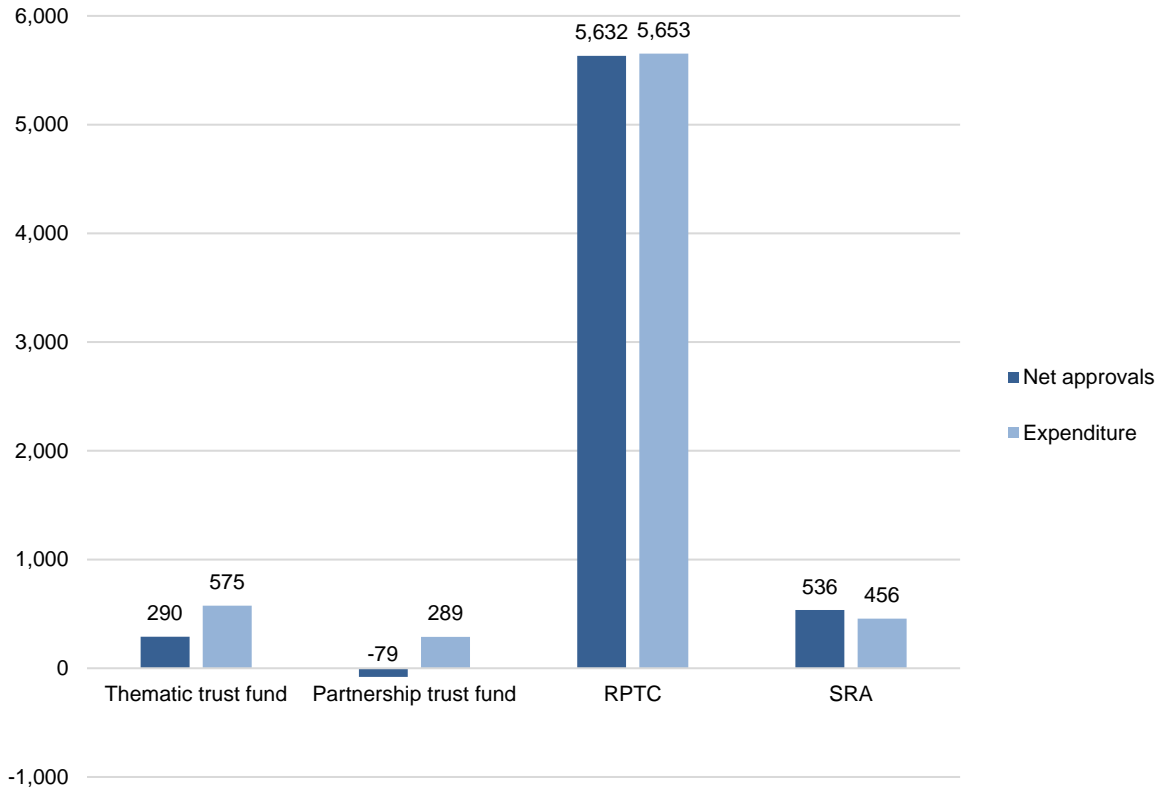
^a Programmable funds are unearmarked contributions from Member States.

^b Includes contribution from Finland.

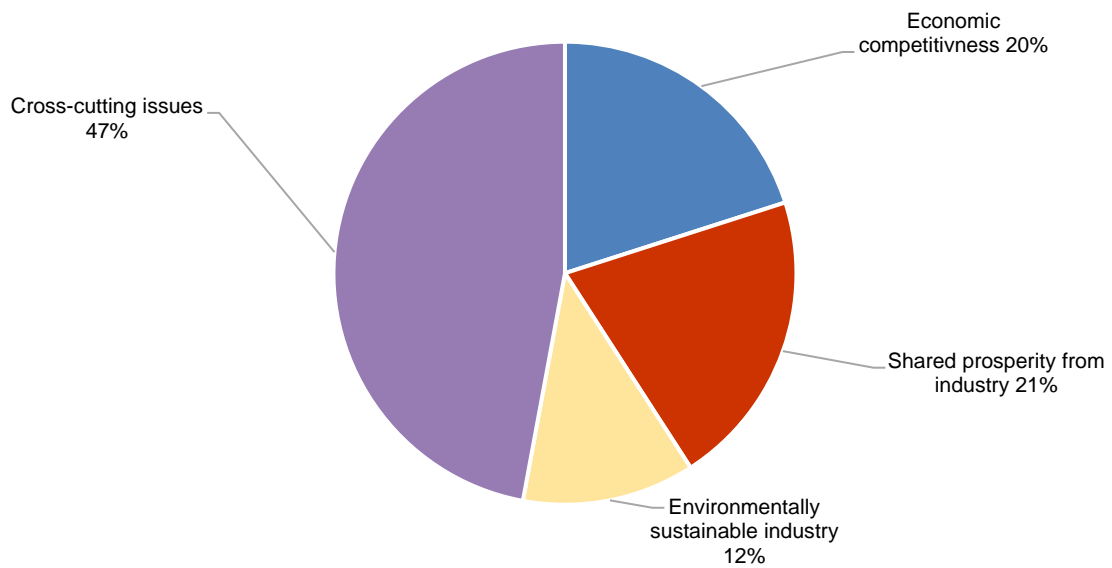
^c Includes contribution from Finland and Germany.

^d Includes contribution from Germany.

Net approvals and expenditure 2024
(In thousands of US dollars)



Regular programme of technical cooperation
Percentage of expenditures



APPENDIX E

PROGRAMME FOR COUNTRY PARTNERSHIP (PCP) – SELECTED HIGHLIGHTS FROM PCPs IN IMPLEMENTATION

The Programme for Country Partnership (PCP) is UNIDO’s multi-stakeholder partnership approach to support a country in achieving its long-term sustainable development goals by facilitating the mobilization of partners, expertise and resources. It is owned by the host government and serves to operationalize the industrial component of the national development plan. The overarching objective of the PCP is to accelerate industrialization in UNIDO Member States, triggering a long-term development process, thereby contributing to the achievement of Sustainable Development Goal (SDG) 9 and other relevant SDGs, as well as to make UNIDO’s strong added value for strategic positioning more visible.

Based on the recommendation of UNIDO’s independent evaluation on the PCP in 2023 as well as the outcomes of deliberations and internal review of country programming modalities, the Organization is moving towards one harmonized approach that includes the key features of the PCP.

In 2024, the Organization saw a surge in requests for PCPs in Africa, the Arab region, Asia and the Pacific as well as Europe and Central Asia. In addition, several Member States that originally requested a Country Programme, UNIDO’s other country programming modality, are deliberating on deepening the cooperation with the establishment of a PCP, especially in Europe and Central Asia as well as Latin America and the Caribbean. In seven of its Member States, UNIDO is already in the process of developing PCPs, namely in Côte d’Ivoire, Kenya, Kyrgyzstan, Nigeria, Pakistan, the Republic of Moldova and the United Republic of Tanzania. PCPs are also already successfully being implemented in seven further countries, which are Cambodia, Egypt, Ethiopia, Morocco, Rwanda, Senegal and Zambia. Highlights from a selected number of countries are presented below.

PCPs in implementation

PCP Egypt

PCP Egypt focuses on several priority industrial sectors and areas, namely: (i) industrial policy, (ii) investment promotion, (iii) green industry, (iv) smart cities and sustainable industrial parks, (v) value chains and (vi) mainstreaming Industry 4.0. In 2024, the PCP Egypt technical cooperation portfolio continued to grow, reaching 21 ongoing projects at the country level and two at the regional level, with a total budget of \$58 million. New projects were signed such as the \$8 million project on “European Union support to trade, industry, growth and rapid market access”, funded by the European Union; the \$3.8 million project on “Greening the tourism industry in Hurghada, Egypt”, funded by the Global Environmental Facility (GEF); and the \$1.5 million “Egyptian Cotton Project – Phase II”, funded by Italy.

Main achievements include:

- The PCP Egypt policy component contributed to **developing and implementing national policy instruments**, including 22 plans, strategies and laws, to support the shift towards sustainable consumption and production. In addition, 15 organizations were trained in gender-responsive industrial policy, and eight institutions on UNIDO’s Computer Model for Feasibility Analysis and Reporting.
- More than 3,128 people (44 per cent female) acquired **knowledge and/or skills in the circular economy**, and more than 1,000 people were equipped with **entrepreneurship skills**.
- UNIDO contributed to the shift from traditional fossil fuels to **new and renewable energy**, resulting in energy savings of 21,794,400 megajoules per year from energy efficiency and 288 megawatt of solar energy installed.
- UNIDO also contributed to the valorization of 149,850 tons of agricultural and solid waste, and the prevention of 206,657 tons of CO₂-equivalent emissions.
- Furthermore, UNIDO strengthened partnerships with new partners for the PCP component on **value chains**, including Canada, Italy, Slovenia, Sweden and the World Food Programme (WFP). These partnerships enhanced the tomato value chain through establishing a new production line,

which is considered as the first of its kind in Egypt for whole peeled and diced tomatoes, and providing capacity-building programmes for 210 primary producers on the best agriculture practices for growing tomatoes.

- Together with the European Union, Italy, Japan and Switzerland, UNIDO worked to introduce and promote **circular economy** in several sectors, such as food and agriculture, electronics, textiles, plastics and green finance. UNIDO supported the Government of Egypt in implementing a new single-use plastic waste management regulation, four new bio-based fertilizer standards and two road maps for green manufacturing technologies.
- For **mainstreaming Industry 4.0**, UNIDO partnered with Egypt, the United Nations Educational, Scientific and Cultural Organization, and the International Telecommunication Union to organize ideation workshops on climate action and strengthening digital ecosystems.
- Close coordination and engagement of the PCP within the **United Nations system in Egypt** is seen in the **United Nations Sustainable Development Cooperation Framework (UNSDCF)** that was signed with the Egyptian Government in 2023.

PCP Ethiopia

Ethiopia became an early participant in the PCP, with a first phase implemented from 2015 to 2020, emphasizing agro-food processing, leather, textiles, investment promotion, renewable energy and skills development. The PCP model has driven industrial infrastructure, resource mobilization and partnerships for flagship projects, implementing 33 technical cooperation projects with a \$69.9 million grant and generating over \$2 billion in partnerships.

The PCP model has fostered multi-stakeholder partnerships and flagship projects, including four integrated agro-industrial parks (IAIPs). Collaborators include the China International Development Cooperation Agency, WFP, the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme and GEF as well as investment support from the Investment and Technology Promotion Office (ITPO) Tokyo and ITPO Republic of Korea, with significant backing from China, Italy, the European Union, GEF, Norway and Sweden. In 2024, the project portfolio included 15 national technical cooperation projects and four regional/global initiatives in agro-industrial parks, sustainable supply chains, livelihoods, industrial skills, job creation and climate action.

As part of the United Nations development system reform, UNIDO also contributed to the common country analysis and the UNSDCF for 2025–2030, with an immediate focus on implementing the manufacturing industry policy framework and scaling flagship projects.

Main achievements include:

- The establishment of the **Centers of Excellence on Agro-technology, Renewable Energy and Digitalization** following the signature of a memorandum of understanding in 2024, in collaboration with the China International Development Cooperation Agency, is a key highlight in support of the extension of the PCP following a 2020 request from the Minister of Finance of Ethiopia. Key project results for the 2024 period also include the following:
 - Flagship project focus: Continued development of IAIPs and Mojo Leather City, promoting investment in Ethiopia's agro-industrial sector.
 - Alignment with the home-grown economy reform: Support for high-growth sectors like agriculture (e.g. coffee and cereals), manufacturing, (mining, tourism, information and communications technology, and creative industries.
 - Post-crisis support: Initiatives for recovery in northern Ethiopia, enhanced pharmaceutical production, support for displaced persons, and technical and vocational education and training programmes.
 - United Nations peace initiatives: Participation in joint projects under the humanitarian-peace-development nexus in conflict-affected regions.

- Policy guidance: Assistance with the revised manufacturing industry policy framework, special economic zones and new programmes like “Ethiopia Tamirit” to increase the manufacturing gross domestic product by 2030.

PCP Morocco

PCP Morocco focuses on several priority industrial sectors and areas, including energy, circular economy and industrial zones. UNIDO implemented 13 projects at the country level and 22 regional projects. In 2024, the PCP Morocco technical cooperation portfolio continued to grow, including new strategic interventions and new projects, such as “Enhancing due diligence monitoring and reporting in Morocco’s automotive industry project”, funded by Germany (GIZ); “Enhancing enabling environment to support the decarbonization of Moroccan steel production through the application of green hydrogen”, funded by the Green Climate Fund; “Circular solutions to plastic pollution in Morocco”, funded by GEF; “Eliminating hazardous chemicals from the supply chain of the construction sector in Morocco”, funded by GEF; and “Eco-industrial parks - light touch activities”, funded by Switzerland.

Main achievements include:

- The directions of the **decarbonization road map** developed with the Ministry of Industry were integrated into Morocco’s new industrial strategy. This successful collaboration led to an official request from the Ministry of Industry to join UNIDO’s Global Matchmaking Platform for industrial decarbonization.
- UNIDO’s **energy efficiency** project in the country supported 45 Moroccan industrial companies to achieve 10 per cent energy savings and train 150 energy efficiency service providers, covering a range of professions such as consultants, practitioners, technicians, as well as energy suppliers and service providers.
- Recognizing the high priority given to the **automotive sector** in Morocco, UNIDO helped the country to improve the due diligence practices of Moroccan small and medium-sized enterprises (SMEs) in the industry to maintain competitiveness. This included the organization of 10 information sessions on due diligence practices in the automotive sector in several Moroccan cities.
- **Energy and entrepreneurship** are central issues in Morocco, and UNIDO continued to support the strengthening of innovation ecosystems that foster clean technology innovation and entrepreneurship in startups and SMEs through a second phase of the programme for cleantech innovation and green jobs. The project originally provided support services to 30 selected entrepreneurs.
- Five workshops were organized in collaboration with the waste valorization coalition to enhance **knowledge of plastics recycling policies and the value chain**. A report based on these workshops is being validated by the relevant ministries, with publication scheduled for the second quarter of 2025. A survey report on recycling practices in Morocco was finalized and translated into Arabic and French.
- A study on **artificial intelligence** in the Moroccan industrial sector has been carried out and will be presented to the Minister of Industry and Minister Delegate to the Head of Government in charge of Digital Transition and Administration Reform.
- The **wastewater management facility operator training** project was developed as part of the industrial vocational training programme in Africa through technology transfer from Japan, in collaboration with ITPO Tokyo.

PCP Zambia

PCP Zambia is supporting the Government in the implementation of its Vision 2030 and the Eighth National Development Plan 2022–2026. The PCP strengthens the existing, and forges new partnerships for the inclusive and sustainable industrial development of the country towards a diversified, competitive, inclusive and sustainable economy. Its overall structure is divided into three main focus areas: value addition, skills development and policymaking.

The coordination of the PCP has been established under the National Coordinating Body leadership and with UNIDO's operational support. The coordination and mobilization of stakeholder support for Zambian industrial development priorities has been initiated with seven projects under implementation, with a total budget of €1,457,623.

The PCP also serves as the main framework of action for UNIDO's contribution to the implementation of the UNSDCF 2023–2027.

Main achievements include:

- The adoption of cleaner, more efficient industrial production practices and the contribution to the establishment of a sustainable infrastructure in the country. Two projects are contributing to this outcome: the **HCFC Phase-Out Management Plan and Kigali Implementation Plan**, phasing down refrigerants with high global warming potential, thus aligning with the Paris Agreement to combat climate change, and the **Energy efficient lighting and appliances project in Southern and Eastern Africa**.
- Stronger, and more inclusive and diverse industrial skills base, supported by an enhanced and sustainable industrial skills development infrastructure. There are three ongoing PCP initiatives aiming to enhance skills for increased employment prospects, entrepreneurship and industrial innovation, particularly for women and youth: the **Zambian Industrial Training Academy project** on heavy truck maintenance; a project for **supporting livelihoods through skills training and capacity-building in the Southern African Development Community (SADC)**; as well as an initiative on **skills for critical raw materials supply chains**.
- In 2024, implementation of the skills for critical raw materials supply chains continued with the Learning and Knowledge Development Facility Forum 2024, held on 13 and 14 November 2024, in Kitwe, Zambia. The event brought together a diverse array of stakeholders for discussions on skills for critical raw materials supply chains, with a focus on responsible and sustainable practices for the mining sector and the green and digital transition.
- Increased investor confidence and willingness to invest in Zambian industrial priorities. **The African, Caribbean and Pacific (ACP) business-friendly programme** in collaboration with partners, primarily the Zambia Development Agency, has to date resulted in extensive capacity-building work in investment promotion, culminating in the identification and formulation of over 80 investment opportunities, currently showcased on the Invest-in-ACP platform. The ACP programme concluded in 2024. Zambia is expected to benefit from two regional programmes under SADC and the Common Market for Eastern and Southern Africa (COMESA), focusing on trade competitiveness and market access (€38 million for COMESA and €25 million for SADC).

APPENDIX F**APPOINTMENTS OF INDIVIDUAL SERVICE AGREEMENTS (ISA) HOLDERS¹**

Table 1
Appointments/contracts of ISA holders by Lists of States² and gender

<i>Lists of States</i>	<i>Number of appointments</i>		
	<i>Female</i>	<i>Male</i>	<i>Total</i>
List A	936	1,516	2,452
List B	291	327	618
List C	267	295	562
List D	284	178	462
Others	114	181	295
Grand total	1,892	2,497	4,389

¹ The figures listed reflect the records available as of 9 February 2025 for the period 1 January 2024 to 31 December 2024.

² Refers to Lists of States in Annex I to the Constitution of UNIDO ([IDB.52/34](#)).

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>
Nationality		Nationality	
Afghanistan	8	Finland	5
Albania	38	France	68
Algeria	21	Gambia	16
Angola	1	Georgia	5
Argentina	32	Germany	88
Armenia	53	Ghana	77
Australia	5	Greece	3
Austria	150	Guatemala	4
Azerbaijan	1	Guinea	30
Bahrain	7	Guinea-Bissau	14
Bangladesh	16	Guyana	1
Barbados	4	Honduras	4
Belarus	5	Hungary	11
Belgium	9	India	148
Benin	9	Indonesia	62
Bhutan	1	Iran (Islamic Republic of)	20
Bolivia (Plurinational State of)		Iraq	16
Bosnia and Herzegovina	17	Ireland	3
Botswana	2	Israel	3
Brazil	61	Italy	168
Bulgaria	14	Jamaica	2
Burkina Faso	13	Japan	52
Burundi	3	Jordan	42
Cabo Verde	14	Kazakhstan	2
Cambodia	73	Kenya	58
Cameroon	26	Kyrgyzstan	13
Canada	36	Lao People's Democratic Republic	5
Chad	5	Latvia	3
Chile	6	Lebanon	49
China	95	Lesotho	6
China, Hong Kong SAR	2	Liberia	67
China, Macao SAR	3	Libya	5
Colombia	139	Lithuania	7
Comoros	19	Madagascar	16
Congo	13	Malawi	3
Costa Rica	11	Malaysia	7
Côte d'Ivoire	28	Mali	2
Croatia	15	Mauritania	3
Cuba	10	Mauritius	3
Czechia	14	Mexico	64
Democratic Republic of the Congo	24	Mongolia	9
Denmark	3	Montenegro	4
Ecuador	19	Morocco	49
Egypt	225	Mozambique	52
El Salvador	2	Myanmar	4
Eritrea	2	Nepal	9
Ethiopia	162	Netherlands (Kingdom of the)	34

<i>Country/area/territory</i>	<i>Number of appointments</i>	<i>Country/area/territory</i>	<i>Number of appointments</i>
Nationality		Nationality	
Faroe Islands	1	New Zealand	4
Fiji	7	Nicaragua	68
Niger	4	State of Palestine	41
Nigeria	81	Sudan	79
Norway	6	Suriname	1
Oman	2	Sweden	14
Pakistan	129	Switzerland	6
Panama	2	Syrian Arab Republic	9
Papua New Guinea	1	Tajikistan	6
Paraguay	12	Thailand	25
Peru	33	Timor-Leste	2
Philippines	49	Togo	2
Poland	16	Trinidad and Tobago	3
Portugal	21	Tunisia	95
Republic of Korea	21	Türkiye	37
Republic of Moldova	15	Turkmenistan	6
North Macedonia	39	Uganda	15
Romania	26	Ukraine	92
Russian Federation	46	United Kingdom of Great Britain and Northern Ireland	77
Rwanda	6	United Republic of Tanzania	27
Saint Lucia	6	United States of America	36
Saint Vincent and the Grenadines	7	Uruguay	13
Sao Tome and Principe	9	Uzbekistan	6
Senegal	31	Venezuela (Bolivarian Republic of)	47
Serbia	46	Viet Nam	61
Sierra Leone	20	Yemen	3
Singapore	4	Zambia	19
Slovakia	13	Zimbabwe	9
Slovenia	5		
Somalia	38		
South Africa	50		
Spain	52		
Sri Lanka	45		
		Grand total	4,389

APPENDIX G
 AGREEMENTS AND OTHER ARRANGEMENTS CONCLUDED
 BY UNIDO IN 2024¹

I. States²

Algeria

Joint declaration by the Director General of UNIDO and the Minister of Industry and Pharmaceutical Production of Algeria, signed on 23 June 2024.

Australia

Trust fund arrangement between UNIDO and the Government of Australia regarding the implementation of a project entitled “Data-driven innovation in food safety”, signed on 6 June 2024.

Austria

Joint declaration by the Director General of UNIDO, the Secretary General for Foreign Affairs, Austrian Federal Ministry for European and International Affairs (BMeiA), and the President of the Republic of Seychelles, President of the Small Island Developing States Dock (SIDS DOCK) Sustainable Energy and Climate Resilience Organisation, signed on 28 May 2024.

Trust fund agreement between UNIDO and the Austrian Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology (BMK) regarding the implementation of a project entitled “Hydrochlorofluorocarbon (HCFC) phase-out management plan, stage II (HPMP) – Room air-conditioning manufacturing and heat-pump water heater sector plan in China”, signed on 29 October and 11 November 2024.

Barbados

Joint declaration by the Director General of UNIDO and the Senior Minister of Foreign Affairs and Foreign Trade of Barbados, signed on 21 May 2024.

Bulgaria

Exchange of notes constituting an agreement between UNIDO and the Government of Bulgaria regarding the implementation of a project entitled “Women and youth entrepreneurship in western Ukraine”, signed on 11 December 2023 and 3 September 2024.

Canada

Funding agreement between UNIDO and Natural Resources Canada regarding the implementation of a project entitled “Industrial Deep Decarbonization Initiative”, signed on 1 September 2023 and 15 January 2024.

Contribution arrangement between UNIDO and the Department of the Environment of Canada regarding the implementation of a project entitled “Decarbonization of cement and concrete in Thailand”, signed on 26 March 2024.

¹ This list contains signed agreements and arrangements filed with the Office of Legal Affairs of UNIDO as at 24 February 2025. Multilateral agreements and arrangements are generally listed under the name of the first party, following the English alphabetical order. Amendments to existing agreements and arrangements are not included.

² Including governments and regional governments or provinces, and the Sovereign Order of Malta.

China

Agreement between UNIDO and the Government of the People's Republic of China regarding the implementation of a project entitled "Support to mechanized agriculture systems in Ethiopia (Amhara Regional State)", signed on 11 July 2024.

Agreement between UNIDO and the Government of the People's Republic of China regarding the implementation of a project entitled "Capacity building to upgrade the livestock value chain in Ethiopia (Phase II)", signed on 11 July 2024.

Funding agreement between UNIDO and the Ministry of Commerce of the People's Republic of China (MOFCOM) regarding the implementation of a project entitled "Improving agro-industrial capacity for rural revitalization in Chengbu, China", signed on 12 December 2024.

Memorandum of understanding on cooperation between UNIDO, the Ministry of Water Resources (MWR) and the State Administration for Market Regulation – National Standardization Administration (SAMR/SAC) of the People's Republic of China, signed on 3, 5 and 20 December 2024.

Colombia

Trust fund agreement between UNIDO and the Mining and Energy Planning Unit (UPME) of Colombia regarding the implementation of a project entitled "Programme of evaluation in industry – Strengthening of the three current centers and creation of two new ones in Colombian universities", signed on 8 and 12 August 2024.

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 28 November and 17 December 2024.

Democratic Republic of the Congo

Partnership agreement between UNIDO and the Government of the Democratic Republic of the Congo regarding the implementation of a project entitled "Development of community clusters for the management of a sustainable charcoal value chain", signed on 5 December 2024.

Egypt

Project implementation agreement between UNIDO, the Management Committee of the Italian-Egyptian Debt-for-Development Swap Programme and the Ministry of Environment of Egypt regarding the implementation of a project entitled "Inclusive green growth in Egypt", signed on 12 December 2024.

Ethiopia

Joint declaration by the Director General of UNIDO, the Minister of Industry of Ethiopia and the Chairman of the China International Development Cooperation Agency (CIDCA), signed on 19 February 2024.

Agreement for delivery of outputs between UNIDO and the Government of Ethiopia regarding the implementation of a project entitled "Enhancing integrated agro-food parks development in Ethiopia, phase II", signed on 3 and 5 July 2024.

Joint declaration by the Director General of UNIDO, the Minister of Industry of Ethiopia and the Chairman of the CIDCA on the China-Africa-UNIDO Center of Excellence Programme, signed 11 July 2024.

Germany

Arrangement between UNIDO and the Government of the Federal Republic of Germany regarding the implementation of a project entitled "Green industrial recovery through municipality-based development in Ukraine", signed on 31 October 2024.

Italy

Funding arrangement between UNIDO and the Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs and International Cooperation regarding the implementation of a project entitled “Sudan strategic value chain transformation and adaptation initiative (SUSTAIN)”, signed on 13 May 2024.

Joint declaration by the Head of the UNIDO Investment and Technology Promotion Office (ITPO) in Italy and the Regional Minister for Economic Development of the Puglia Region, signed on 26 June 2024.

Trust fund agreement between UNIDO and the Friuli Venezia Giulia Autonomous Region of the Republic of Italy regarding the implementation of a project entitled “Innovation gateway Trieste – Osaka 2025”, signed on 2 and 11 December 2024.

Japan

Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of projects in the State of Palestine and Ukraine, signed on 8 and 10 January 2024.

Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “Entrepreneurship development, investment and technology promotion for displaced women and youth from Ukraine in Japan”, signed on 26 February 2024.

Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “Industrial cooperation programme in the Global South through technology transfer from Japan”, signed on 26 and 28 February 2024.

Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “Green industrial recovery project for Ukraine through technology transfer from and the co-creation of new businesses with Japan’s private industries”, signed on 27 and 28 February 2024.

Joint declaration by the Director General of UNIDO and the Minister of Economy, Trade and Industry of Japan (METI), signed on 8 July 2024.

Exchange of notes constituting an agreement between UNIDO and the Government of Japan regarding the implementation of a project entitled “Industrial development and technology transfer in the Member States of the Caribbean Community”, signed on 14 December 2024.

Saudi Arabia

Joint declaration of cooperation by the Director General of UNIDO and the Minister of Industry and Mineral Resources of the Kingdom of Saudi Arabia, signed on 24 October 2024.

Seychelles

Joint declaration by the Director General of UNIDO, the Secretary General for Foreign Affairs, Austrian Federal Ministry for European and International Affairs (BMeiA), and the President of the Republic of Seychelles, President of the Small Island Developing States Dock (SIDS DOCK) Sustainable Energy and Climate Resilience Organisation, signed on 28 May 2024.

Sovereign Order of Malta

Joint declaration by the Director General of UNIDO and the Grand Chancellor of the Sovereign Order of Malta, signed on 26 November 2024.

Suriname

Agreement for delivery of outputs between UNIDO and the Government of Suriname regarding the implementation of a project in Suriname entitled “The accelerator for agriculture and agroindustry development and innovation plus (3ADI+) – Sustainable pineapple value chain development”, signed on 2 and 13 August 2024.

Sweden

Contribution agreement between UNIDO and the Government of Sweden regarding the implementation of a project entitled “Kenya Energy Efficiency Project (KEEP): Stimulating inclusive sustainable economic growth through an integrated energy efficiency project with a special focus on energy efficient appliances and industrial processes in Kenya”, signed on 7 August 2024.

Contribution agreement between UNIDO and the Government of Sweden regarding the implementation of a project entitled “Energy efficiency for sustainable livelihoods in Africa (EELA) - Zambia country window”, signed on 28 November and 4 December 2024.

Contribution agreement between UNIDO and the Government of Sweden regarding the implementation of a project in Kenya entitled “Pathways to profitable dairy farming: A public-private development partnership project”, signed on 5 December 2024.

Contribution agreement between UNIDO and the Government of Sweden regarding the implementation of a project entitled “EELA – Zimbabwe country window”, signed on 22 November and 9 December 2024.

Contribution agreement between UNIDO and the Government of Sweden regarding the implementation of a project entitled “EELA – Regional project”, signed on 29 November and 9 December 2024.

Switzerland

Letter of agreement between UNIDO and the Swiss State Secretariat for Economic Affairs (SECO) regarding the implementation of a project entitled “Global Energy Districts Programme”, signed on 18 and 27 October 2024.

Tunisia

Joint declaration for tripartite cooperation by UNIDO, the Government of Tunisia and the Islamic Development Bank (IsDB), signed on 30 April 2024.

Turkmenistan

Basic cooperation agreement between UNIDO and the Government of Turkmenistan, signed on 12 March 2024.

United Kingdom of Great Britain and Northern Ireland

Administrative arrangement between UNIDO and the Department for Energy Security and Net Zero (DESNZ) of the United Kingdom of Great Britain and Northern Ireland regarding the implementation of a project entitled “Industrial Deep Decarbonization Initiative”, signed on 13 and 20 March 2024.

Administrative arrangement between UNIDO and DESNZ regarding the implementation of a project entitled “Industrial Deep Decarbonization Initiative”, signed on 14 and 31 October 2024.

Administrative arrangement between UNIDO and DESNZ regarding the implementation of a project entitled “Net zero global pipeline development for investment-ready proposals”, signed on 5 and 9 December 2024.

Uzbekistan

Agreement between UNIDO and the Government of Uzbekistan regarding settlement of outstanding assessed contributions under a payment plan, signed on 30 April and 4 June 2024.

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

United Nations (UN)

Memorandum of understanding between participating UN organizations and the International Labour Organization (ILO) regarding the operational aspects of a programme on decent employment for youth in Cambodia, signed on 12 July 2024.

Adaptation Fund Board (AFB)

Project formulation grant agreement between UNIDO and AFB regarding the implementation of a project entitled “Unlocking investments in gender and youth-inclusive early-growth stage adaptation small and medium-sized enterprises in Kenya and Uganda”, signed on 5 and 10 June 2024.

Project formulation grant agreement between UNIDO and AFB regarding the implementation of a project entitled “Strengthening climate resilience and food security through South-South cooperation in adaptive rice production in Malaysia and the Philippines”, signed on 5 and 10 June 2024.

Food and Agriculture Organization of the United Nations (FAO)

UN to UN transfer agreement between UNIDO and FAO regarding the implementation of a project entitled “TRANSFORM: Unlocking transformative water solutions for climate resilient livelihoods in southern Somalia”, signed on 9 and 16 July 2024.

International Telecommunication Union (ITU)

Joint declaration by the Director General of UNIDO and the Secretary-General of ITU, signed on 25 June 2024.

United Nations Development Programme (UNDP)

UN to UN transfer agreement between UNIDO and UNDP regarding the implementation of a project entitled “Women economic empowerment through advancing women-led enterprises in Lebanon”, signed on 8 and 14 November 2024.

United Nations Environment Programme (UNEP)

UN to UN transfer agreement between UNIDO and UNEP regarding the implementation of a project entitled “Eliminate mercury use and adequately manage mercury and mercury wastes in the chloralkali sector in Mexico”, signed on 10 and 25 July 2024.

UN to UN transfer agreement between UNIDO and UNEP regarding the implementation of a project entitled “Pilot projects of R744 and HC-290 – Refrigerant substitution technology for electric vehicles”, signed on 11 December 2024.

United Nations Office for Project Services (UNOPS)

Memorandum of understanding on cooperation between UNIDO and UNOPS, signed on 16 April 2024.

United Nations Office on Drugs and Crime (UNODC)

Memorandum of understanding on cooperation between UNIDO and UNODC, signed on 27 November 2024.

World Food Programme (WFP)

Memorandum of understanding regarding strengthening collaboration between UNIDO and WFP, signed on 14 and 25 November 2024.

World Trade Organization (WTO)

Joint declaration by the Director General of UNIDO, the Director-General of the WTO, the Executive Director of the International Trade Centre (ITC), the President of the African Export-Import Bank (AFREXIMBANK), the Chief Executive Officer of the Islamic Trade Finance Corporation (ITFC), the

Acting Chief Executive Officer of the International Islamic Corporation for the Development of the Private Sector and the President of Africa Finance Corporation (AFC), signed on 26 June 2024.

III. Other intergovernmental organizations

Africa Finance Corporation (AFC)

Joint declaration by the Director General of UNIDO and the President and Chief Executive Officer of AFC, signed on 26 June 2024.

Sponsorship agreement between UNIDO and AFC regarding the World Without Hunger Conference, signed on 14 and 16 October 2024.

Asian Forest Cooperation Organization (AFoCO)

Relationship agreement between UNIDO and AFoCO, signed on 22 January and 20 March 2024.

Commonwealth Secretariat

Joint declaration by the Director General of UNIDO and the Secretary-General of the Commonwealth Secretariat, signed on 29 May 2024.

European Union (EU)

Contribution agreement between UNIDO, the EU and the International Trade Centre (ITC) regarding the implementation of a project entitled “Africa trade competitiveness and market access – Central Africa”, signed on 15 and 27 November, and 4 December 2024.

Contribution agreement between UNIDO and the EU regarding the implementation of a project in Sudan entitled “Developing agro-value chain for improved resilience of rural communities”, signed on 4 and 9 December 2024.

Contribution agreement between UNIDO, the EU and the International Trade Centre (UN/WTO) on behalf of the UN Secretariat regarding the implementation of a project entitled “EU-Africa trade competitiveness and market access (ATCMA) – Continental component”, signed on 9 and 18 December 2024.

Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “Food safety systems and trade facilitation across agri-food value chains in Somalia”, signed on 11 and 18 December 2024.

Contribution agreement between UNIDO and the EU regarding the implementation of a project entitled “A sustainable and climate-friendly phase-out of ozone-depleting substances and hydrofluorocarbons mitigation actions for the implementation of the Kigali Amendment under the Montreal Protocol – Phase 2 (SPODS 2)”, signed on 12 and 18 December 2024.

Contribution agreement between UNIDO, the EU, Expertise France SAS, the Organisation for Economic Co-operation and Development (OECD), Umweltbundesamt GmbH, and the United Nations represented by the United Nations Economic Commission for Europe (UNECE) regarding the implementation of a project entitled “Recovery through a circular economy and pollution reduction in the eastern partnership countries (EU4Green Recovery East)”, signed on 28 November and 3, 6, 11, 13 and 16 December 2024.

Contribution agreement between UNIDO, the EU and ITC regarding the implementation of a project entitled “Africa trade competitiveness and market access (ATCMA) – ECOWAS component”, signed on 16, 17 and 19 December 2024.

Contribution agreement between UNIDO, the EU and ENABEL regarding the implementation of a project entitled “United for education and employment in the Democratic Republic of the Congo”, signed on 20 December 2024.

International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), Mediterranean Agronomic Institute of Bari

Joint declaration by a Director of UNIDO and the Director of the Mediterranean Agronomic Institute of Bari, signed on 10 June 2024.

International Islamic Trade Finance Corporation (ITFC)

Project funding agreement between UNIDO and ITFC regarding the implementation of a project entitled “Promotion of tomato value chain through tomato learning and service center in Egypt”, signed on 2 August and 10 September 2024.

International Partnership on Hydrogen and Fuel Cells in the Economy (IPHE)

Joint declaration by a Managing Director of UNIDO and the Executive Director of IPHE, signed on 13 May 2024.

Inter-African Coffee Organization (IACO)

Joint declaration by a Managing Director of UNIDO and the Secretary General of IACO, signed on 24 August 2024.

Organization of Eastern Caribbean States (OECS)

Joint declaration by a Director of UNIDO and the Director General of OECS, signed on 30 May 2024.

Organization of Turkic States (OTS)

Joint declaration by the Director General of UNIDO and the Secretary General of OTS, signed on 25 November 2024.

IV National organizations

Beijing Huatian Catering Holding Group, China

Sponsorship agreement between UNIDO and Beijing Huatian Catering Holding Group regarding the World Without Hunger Conference, signed on 14 October 2024.

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 to upgrade the livestock value chain in Ethiopia (Phase II)”, signed on 5 December 2024.

Implementation agreement between UNIDO and CICETE regarding the implementation of a project entitled “Support to mechanized agriculture systems in Ethiopia (Amhara Regional State)”, signed on 5 December 2024.

China International Development Cooperation Agency (CIDCA), China

Joint declaration by the Director General of UNIDO and the Chairman of CIDCA, signed on 19 February 2024.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Germany

Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “International Vienna Energy and Climate Forum 2023”, signed on 5 April and 3 July 2024.

Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Brazil ACTION – Accelerating key net zero technologies by leveraging industrial decarbonisation investment – Detailed preparation phase (DPP)”, signed on 24 September and 1 October 2024.

Joint declaration by the Director General of UNIDO and the Vice Chair of the Management Board of GIZ, signed on 25 November 2024.

Grant agreement between UNIDO and GIZ regarding the implementation of a project entitled “Advancing the green industrial recovery of Ukraine through support across multiple domains”, signed on 17 and 19 December 2024.³

Fiduciaria Colombiana de Comercio Exterior (FIDUCOLDEX) S.A., Colombia

Trust fund agreement between UNIDO and FIDUCOLDEX regarding the implementation of a project in Colombia entitled “Strengthening the productive capacity of micro-, small and medium-sized enterprises (MSMEs) for better integration into strategic sector value chains”, signed on 13 June 2024.

Financial Services Commission (FSC), Republic of Korea

Memorandum of understanding on cooperation between UNIDO and FSC, signed on 27 March 2024.

Japan External Trade Organization (JETRO), Japan

Joint declaration by a representative of UNIDO and the Executive Vice President of JETRO, signed on 19 February 2024.

Policy Center for the New South (PCNS), Morocco

Joint declaration by the Director General of UNIDO and the Executive President of PCNS, signed on 6 June 2024.

Qatar Fund for Development (QFFD), Qatar

Contribution agreement between UNIDO and QFFD regarding a contribution to support the Innovation and Transformation Fund (ITF), signed on 5 June and 2 July 2024.

V. Other entities

AB Volvo, Sweden

Project implementation agreement between UNIDO and AB Volvo regarding the implementation of a project entitled “Support for training and skilled employment in the heavy equipment sector of the Democratic Republic of the Congo”, signed on 2 and 19 July 2024.

Africa Economic Zones Organization (AEZO), Morocco

Memorandum of understanding on cooperation between UNIDO and AEZO, signed on 28 November 2024.

Alteo Holding, France

Trust fund agreement between UNIDO and Alteo Holding regarding the implementation of a project entitled “Public-private development partnership to support industrial skills development in Guinea’s mineral processing sector”, signed on 20 March and 3 April 2024.

Bayer AG, Germany

Joint declaration by the Director General of UNIDO and the Executive Vice President of Bayer, signed on 6 November 2024.

Blue Nile Mashreg Bank (BNMB), Sudan

Sponsorship agreement between UNIDO and BNMB regarding the World Without Hunger Conference, signed on 14 and 15 October 2024.

Joint declaration by the Director General of UNIDO and the Chief Executive Officer of BNMB, signed on 5 November 2024.

³ Terminated on 24 January 2025.

Climate-KIC Holding B.V., Netherlands (Kingdom of the)

Memorandum of understanding on cooperation between UNIDO and Climate-KIC Holding B.V., signed on 6 June 2024.

E4impact Foundation, Italy

Joint declaration by a Managing Director of UNIDO and the President of E4impact Foundation, signed on 7 February 2024.

Finance in Motion, Germany

Joint declaration by the Director General of UNIDO and the Chief Executive Officer of Finance in Motion, signed on 27 May 2024.

Fraunhofer Austria Research GmbH (Fraunhofer Austria), Austria

Memorandum of understanding on cooperation between UNIDO and Fraunhofer Austria, signed on 1 July 2024.

Global Cement and Concrete Association (GCCA), United Kingdom of Great Britain and Northern Ireland

Memorandum of understanding between UNIDO and GCCA, signed on 12 June 2024.

Google, United States of America

Joint declaration by a Deputy to the Director General of UNIDO and the Chief Sustainability Officer of Google, signed on 21 September 2024.

Hilton Hotel, Ethiopia

Accommodation service agreement between UNIDO and Hilton Hotel regarding the World Without Hunger Conference, signed on 8 November 2024.

Informa Markets Limited (Informa Markets), United Kingdom of Great Britain and Northern Ireland

Joint declaration by the Director General of UNIDO and the Group Chief Executive Officer and Chief Operating Officer of Informa Markets, signed on 17 May and 6 June 2024.

International Union of Food Science and Technology (IUFoST), Canada

Memorandum of understanding on cooperation between UNIDO and IUFoST, signed on 6 November and 4 December 2024.

Made in Italy Circolare e Sostenibile (MICS), Italy

Joint declaration by the Head of the UNIDO ITPO in Italy and the President of MICS, signed on 9 December 2024.

Mission Innovation, United States of America

Joint declaration by the UNIDO Representative to the European Union and the Director of Clean Hydrogen Mission of Mission Innovation, signed on 19 November 2024.

Mitsubishi Heavy Industries Ltd., Japan

Funding agreement between UNIDO and Mitsubishi Heavy Industries Ltd. regarding the implementation of a project entitled "Industrial Deep Decarbonization Initiative", signed on 23 and 31 October 2024.

Tsinghua University (THU), China

Memorandum of understanding between UNIDO and THU, signed on 11 July 2024.

World FoodTech Council (WFTC), Republic of Korea

Joint declaration by a Deputy to the Director General of UNIDO and the Chairperson of WFTC, signed on 20 November 2024.

APPENDIX H
PRESENTATIONS/SEMINARS ORGANIZED BY
INVESTMENT AND TECHNOLOGY PROMOTION OFFICES (ITPOs) IN 2024

<i>Venue</i>	<i>Country/Region/Area promoted</i>	<i>Number of presentations</i>
Austria <i>(in person)</i>	Somalia	1
Bahrain <i>(5 hybrid and 14 online out of 42 events)</i>	Arab region	10
	Bahrain	13
	China	1
	Iraq	2
	Italy	1
	Jordan	2
	Philippines	1
	Saudi Arabia	1
	Sub-Saharan Africa	1
	United Arab Emirates	1
	Global	9
Belarus <i>(in person)</i>	Belarus	1
	Russian Federation	1
Cameroon <i>(in person)</i>	Cameroon	1
Chad <i>(in person)</i>	Chad	1
China <i>(5 out of 62 events hybrid)</i>	Austria	1
	Belgium	1
	China	17
	European Union	1
	Gambia	1
	Germany	1
	India	2
	Iran (Islamic Republic of)	1
	Italy	1
	Kenya	1
	Lao People's Democratic Republic	1
	Malaysia	1
	Mauritius	1
	Mexico	1
	Mongolia	2
	Pakistan	1
	Portugal	1
	Russian Federation	1
	Rwanda	1
	Singapore	1
	Solomon Islands	1
	Thailand	1
	United Republic of Tanzania	1
	Uzbekistan	1
	Zimbabwe	1
	Global	20
Egypt <i>(in person)</i>	Egypt	2
	Global	1

<i>Venue</i>	<i>Country/Region/Area promoted</i>	<i>Number of presentations</i>
Equatorial Guinea (in person)	Equatorial Guinea	1
Ethiopia (1 out of 4 events hybrid)	Ethiopia	1
	Republic of Korea	1
	West Africa	1
	Global	1
Germany (in person)	Benin	1
	Burkina Faso	1
	Chad	1
	China	1
	Côte d'Ivoire	1
	Egypt	1
	Germany	1
	Ghana	1
	Jordan	1
	Kenya	1
	Mali	1
	Nigeria	2
	Oman	1
	Senegal	1
	Sub-Saharan Africa	3
	Togo	2
	United Republic of Tanzania	1
	Zambia	1
Iraq (in person)	Iraq	3
Italy (9 hybrid and 4 online out of 22 events)	Arab region	1
	Bahrain	1
	Cuba	1
	Iraq	4
	Lebanon	11
	Somalia	1
	Tunisia	1
	United Arab Emirates	2

<i>Venue</i>	<i>Country/Region/Area promoted</i>	<i>Number of presentations</i>
Japan (1 hybrid and 7 online out of 25 events)	African Continental Free Trade Area	1
	Bangladesh	2
	Caribbean Community	1
	China	1
	Côte d'Ivoire	1
	Cuba	1
	Egypt	1
	Ethiopia	1
	India	1
	Japan	1
	Morocco	1
	Mozambique	1
	Philippines	1
	South Africa	1
	Tajikistan	1
	Türkiye	1
	Ukraine	2
	United Republic of Tanzania	2
	Viet Nam	2
	Zambia	1
Zanzibar	1	
Lebanon (online)	Lebanon	9
Morocco (1 hybrid out of 2 events)	West Africa	1
	Global	1
Mozambique (in person)	Germany	1
	Mozambique	1
Nigeria (1 hybrid and 2 online out of 27 events)	Belgium	1
	China	1
	France	1
	Germany	1
	Italy	1
	Malaysia	1
	Nigeria	2
	West Africa	19
Pakistan (in person)	Global	1
Qatar (in person)	Arab region	2
	Qatar	1
Republic of Korea (3 hybrid out of 14 events)	China	1
	Indonesia	1
	Malaysia	1
	Peru	1
	Republic of Korea	1
	Viet Nam	1
	Global	7
Russian Federation (in person)	BRICS countries	1
	Commonwealth of Independent States countries	1
	Russian Federation	1
	Global	2

<i>Venue</i>	<i>Country/Region/Area promoted</i>	<i>Number of presentations</i>
Sao Tome and Principe <i>(in person)</i>	Sao Tome and Principe	1
Saudi Arabia <i>(in person)</i>	Global	3
Somalia <i>(in person)</i>	Austria	1
	Germany	1
	Kenya	1
	Poland	1
	Somalia	1
	United Kingdom of Great Britain and Northern Ireland	1
Türkiye <i>(in person)</i>	Arab Region	1
United Arab Emirates <i>(in person)</i>	Bahrain	1
	China	1
	United Arab Emirates	2
	Global	4
Uzbekistan <i>(in person)</i>	Uzbekistan	1
Total		274

APPENDIX I
FIELD REPRESENTATION
As at 31 December 2024

	<i>DIR</i>	<i>UR_SRO</i>	<i>UR_CO</i>	<i>P4</i>	<i>UCR</i>	<i>NO</i>	<i>NO_DIR</i>	<i>GS</i>	<i>JPO</i>	<i>Total</i>
AFRICA REGION										
Burkina Faso										- *
Cameroon		1						2		3
Côte d'Ivoire			1			1		2		4
Democratic Republic of the Congo					1			2		3
Ethiopia						1		2		3 *
Ghana								1		1
Guinea					1			1		2
Kenya			1			1		1		3
Madagascar					1			1		2
Mali					1					1 *
Mozambique					1	1				2
Nigeria						2		3		5 *
Rwanda					1					1 *
Senegal								2		2 *
Sierra Leone					1			1		2
South Africa		1				1		2		4
Uganda					1					1
United Republic of Tanzania			1					2		3
Zimbabwe					1					1 *
TOTAL	-	2	3	-	9	7	-	22	-	43
ARAB REGION										
Algeria					1			2		3
Egypt		1						2		3 *
Jordan					1					1 *
Lebanon			1							1
Morocco					1			2		3
Sudan					1			2		3
Tunisia					1			1		2
TOTAL	-	1	1	-	5	-	-	9	-	16
ASIA AND THE PACIFIC REGION										
Afghanistan										-
Bangladesh					1					1
Cambodia					1					1
China		1						3		4 *
India	1							2		3
Indonesia		1						2		3 *
Iran (Islamic Republic of)								2		2

	<i>DIR</i>	<i>UR_SRO</i>	<i>UR_CO</i>	<i>P4</i>	<i>UCR</i>	<i>NO</i>	<i>NO_DIR</i>	<i>GS</i>	<i>JPO</i>	<i>Total</i>
Lao People's Democratic Republic										*
Pakistan					1			2		3
Philippines					1			2		3
Thailand		1				1		3		5
Viet Nam					1			1		2
TOTAL	1	3	-	-	5	1	-	17	-	27
EUROPE AND CENTRAL ASIA REGION**										
Armenia					1					1
Kyrgyzstan										- *
Türkiye						1		1		2
TOTAL	-	-	-	-	1	1	-	1	-	3
LATIN AMERICA AND THE CARIBBEAN REGION										
Barbados (Global SIDS Hub)	1									1
Bolivia (Plurinational State of)										- *
Brazil					1			1		2
Colombia		1						2		3
Ecuador					1					1
Mexico		1				1		3		5
Nicaragua					1					1
Uruguay		1						1		2
TOTAL	1	3	-	-	3	1	-	7	-	15
GRAND TOTAL	2	9	4	-	23	10	-	56	-	104

* Recruitment ongoing.

** Additional UNIDO field offices to be established in Albania and Romania, as well as a Programme Office in Ukraine, as per DGB/2024/07.

	<i>H</i>	<i>IPD</i>	<i>IPO</i>	<i>IPE</i>	<i>NO</i>	<i>IPAE</i>	<i>GS</i>	<i>Total</i>
Investment and Technology Promotion Offices								
Bahrain, Manama	1	0	1	0	3	0	3	8
China, Beijing	1	0	0	0	0	0	1	2
China, Shanghai	0	0	0	0	0	0	0	0
Germany, Berlin	1	0	0	0	0	0	0	1
Germany, Bonn	1	2	0	2	0	1	1	7
Italy, Rome	1	1	0	0	0	0	2	4
Japan, Tokyo	1	2	0	0	1	1	0	5
Nigeria, Lagos	1	0	0	0	0	0	0	1
Republic of Korea, Seoul	0	0	0	0	0	0	0	0
Centre for International Industrial Cooperation								
Russian Federation, Moscow	1	0	0	0	0	0	0	1
Personnel secured under technical cooperation funds and/or other funds								
TOTAL	8	5	1	2	4	2	7	29

	<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>JPO</i>	<i>Total</i>
UNIDO Focal Points*									
Cuba									1
Sri Lanka									1
Togo									1
Total number of Focal Points representing UNIDO in the field									3

* Focal Points are not fixed staff and not part of the UNIDO Secretariat Structure (DGB/2024/03).

DIR	Director
GS	General Service
H	Head
IPAE	Investment Promotion Associate Expert
IPD	Investment Promotion Expert and Deputy Head
IPE	Investment Promotion Expert
IPO	Investment Promotion Officer
JPO	Junior Professional Officer
NO	National Officer
NO_DIR	National Officer/Director
P4	Professional grade 4
UCR	UNIDO Country Representative
UR_CO	UNIDO Country Representative in Country Office
UR_SRO	UNIDO Country Representative in Regional Office

APPENDIX J
OVERVIEW OF UNIDO WORKFORCE

Table 1
Headcounts as at 31 December 2024 and from
1 January to 31 December 2024

	As of 31 December 2024	1 January to 31 December 2024
Staff members		
<i>Internationally recruited staff members:</i>		
Core staff members (100 series)	220	232
Non-core staff members (200 series)	109	130
Subtotal of internationally recruited staff members	329	362
<i>Locally recruited staff members:</i>		
National Professional Officers (NO)	42	48
General Service (100 series)	290	317
General Service short-term (300 series)	37	44
Subtotal of locally recruited staff members	369	409
Total employees with staff member status	698	771
<i>Experts and consultants:</i>		
Internationally recruited Individual Service Agreement (ISA) holders	525	877
Locally recruited ISA holders	1,061	1,546
Total employees with ISAs	1,586	2,423
Total UNIDO workforce	2,284	3,194

Table 2
Internationally recruited staff members by grade, duty station and gender as at
31 December 2024

	Field			Headquarters			Investment and Technology Promotion Offices (ITPOs)			Offices away from headquarters ¹			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				1		1							1	0	1
D-2				3	2	5							3	2	5
D-1	2		2	10	3	13		1	1	1		1	13	4	17
P-5	10	3	13	24	16	40				2		2	36	19	55
P-4			0	34	26	60							34	26	60
P-3				34	33	67		1	1				34	34	68
P-2				2	6	8							2	6	8
P-1				1	5	6							1	5	6
Subtotal 100 series	12	3	15	10	91	200		2	2	3		3	124	96	220
Non-core 200 series of staff rule															
L-6				4		4	3	2	5				7	2	9
L-5	4		4	6		6	1		1				11	0	11
L-4	1	1	2	8	3	11	2	1	3				11	5	16
L-3	2	3	5	17	11	28	3		3				22	14	36
L-2		1	1	13	21	34			0				13	22	35
L-1							1		1				2	0	2
Subtotal 200 series	7	5	12	48	35	83	10	3	13				66	43	109

¹ Offices away from headquarters include liaison offices in Brussels, Geneva and New York.

Table 3
Locally recruited staff members by grade, duty station and gender as at
31 December 2024

	Field			Headquarters			ITPOs			Offices away from headquarters ¹			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	13	9	22				1	1	2				14	10	24
NO-3	7	4	11				1		1				8	4	12
NO-2	1		1					1	1				1	1	2
NO-1		1	1				2	1	3				2	2	4
Subtotal NO	21	14	35				4	3	7				25	17	42
G-6	3	11	14	24	47	71		1	1		1	1	27	60	87
G-5	1	14	15	33	35	68		1	1		1	1	34	51	85
G-4	6	1	7	30	22	52		2	2	1		1	37	25	62
G-3	20		20	33	2	35	1	2	3				54	4	58
Subtotal GS	30	26	56	120	106	226	1	6	7	1	2	3	152	140	292
Non-core 300 series of staff rule															
G-5					5	5								5	5
G-4				7	16	23							7	16	23
G-3				6	1	7							6	1	7
Subtotal 300 series				13	22	35							13	22	35

¹ Offices away from headquarters include liaison offices in Brussels, Geneva and New York.

Table 4
Total employees with staff member status by grade and gender
as of 31 December 2024

	Male	Female	Male (%)	Female (%)	Total
DG	1		100.00%	0.00%	1
D-2	3	2	60.00%	40.00%	5
D-1	13	3	81.25%	18.75%	16
P-5	37	19	66.07%	33.93%	56
P-4	35	26	57.38%	42.62%	61
P-3	35	33	51.47%	48.53%	68
P-2	2	6	25.00%	75.00%	8
P-1	1	5	16.67%	83.33%	6
Subtotal	127	94	57.47%	42.53%	221
G-6	27	60	31.03%	68.97%	87
G-5	34	56	37.78%	62.22%	90
G-4	44	41	51.76%	48.24%	85
G-3	60	5	92.31%	7.69%	65
GS subtotal	165	162	50.46%	49.54%	327
L-6	7	2	77.78%	22.22%	9
L-5	11		100.00%	0.00%	11
L-4	11	5	68.75%	31.25%	16
L-3	22	14	61.11%	38.89%	36
L-2	13	22	37.14%	62.86%	35
L-1	1		100.00%	0.00%	1
L subtotal	65	43	60.19%	39.81%	108
NO-4	14	10	58.33%	41.67%	24
NO-3	8	4	66.67%	33.33%	12
NO-2	1	1	50.00%	50.00%	2
NO-1	2	2	50.00%	50.00%	4
NO subtotal	25	17	59.52%	40.48%	42
Grand total	382	316	54.73%	45.27%	698

Table 5
Experts and consultants under Individual Service Agreements (ISA)
1 January to 31 December 2024

	Field			Headquarters			ITPOs			Offices away from headquarters ¹			Grand total
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
International non-staff	183	92	275	97	137	234	5	4	9	2	5	7	525
Local non-staff	552	363	915	19	54	73	32	41	73				1,061
Grand total	735	455	1,190	116	191	307	37	45	82	2	5	7	1,586
	Field		75.03%	Headquarters		19.36%	ITPOs		5.17%	Offices away from headquarters¹		0.87%	

¹ Offices away from headquarters include liaison offices in Brussels, Geneva and New York.

APPENDIX K
STAFF DEVELOPMENT
 Status as at 31 December 2024

Learning Category/Module	Self-paced/ Facilitator- led	Total number of participants	Total trainee hours
I. Executive Development and Management			
Leadership Retreat	Facilitator-led	52	260.00
Executive Coaching	Facilitator-led	1	3.00
Leadership Coaching IET/PST	Facilitator-led	3	30.00
Subtotal		56	293.00
II. Technical Competencies Upgrading			
Transforming Economies for Sustainable Development	Self-paced	1	30.00
Strengthening the UNIDO-EU Partnership and Managing the Upcoming Paradigm Shift Training (Hybrid)	Facilitator-led	182	728.00
Integrated Results and Performance Framework (IRPF)	Self-paced	171	171.00
Quality Assurance Framework (QAF)	Self-paced	147	147.00
Financial Crime Symposium	Facilitator-led	1	7.00
TPA Teambuilding	Facilitator-led	8	112.00
Basic SAP Training on Budget Revision for TC Projects	Facilitator-led	101	101.00
Certified Fraud Examiners (CFE) Group Training	Facilitator-led	3	84.00
Rope access technique course (Seilzugangstechnikkurs Niveau vertikal) Level 1	Facilitator-led	1	40.00
Project Formulation and Risk Assessment	Facilitator-led	50	75.00
Gender Equality, Climate Change and Sustainable Energy – Online Seminar and Training	Facilitator-led	18	108.00
Green Business Expo 2024 Luxor	Facilitator-led	1	30.00
Responsibility and Requirements for the Safe Operation of Electrical Facilities (TÜV Austria)	Facilitator-led	1	16.00
Presentation of Key Learnings “Responsibility and Requirements for the Safe Operation of Electrical Facilities” (TÜV Austria)	Facilitator-led	9	13.50
Yearly Seminar for Finnish Junior Professional Officers and United Nations Volunteers as well as Training on Finland’s Developmental Policy and Cooperation – Part 2	Facilitator-led	1	5.00
Modern air-conditioning systems – Basics Troubleshooting and Maintenance	Facilitator-led	1	7.00
Electrical Engineering Basic Knowledge (Elektrotechnik Grundlagen Basiswissen)	Facilitator-led	1	16.00

Training on Austrian VAT	Facilitator-led	8	28.00
Environmental and Social Safeguards (ESS) training session and practice brief	Facilitator-led	101	202.00
TCS/DSE/ESD Meeting on Good Manufacturing Practices (GMP)	Facilitator-led	6	48.00
Vendor Invoice Management	Facilitator-led	4	2.00
Circular Economy in Industry	Self-paced	208	624.00
Gender Lens Investing Learning Series	Self-paced	22	66.00
How to Deal with Hydrogen Sulphide Gas	Self-paced	16	16.00
Digital Business Innovations for Women Entrepreneurs and Managers	Self-paced	6	6.00
Investment Project Preparation and Appraisal	Self-paced	38	76.00
UNHCR Investigations Training	Facilitator-led	1	28.00
OSCE CIPS Training	Facilitator-led	3	90.00
Leadership Training Estuarine Mapping Workshop	Facilitator-led	27	216.00
UNEG Evaluation Training	Self-paced	1	20.00
Digital Governance Roundtable	Facilitator-led	2	2.00
IT General Controls Certificate	Self-paced	1	17.00
Strategic Workforce Planning (SWP) Certification Program	Facilitator-led	2	28.00
Partnership Brokers Training	Facilitator-led	1	23.00
Air Hygiene Training	Facilitator-led	1	17.00
Subtotal		1,145	3,199.50
III. Information Technology Training			
EU CyberNet Summer School	Facilitator-led	1	24.00
Datacamp	Self-paced	4	100.00
UNIDO Cybersecurity Training	Self-paced	2,020	2,525.00
Cybersecurity Month	Self-paced	309	401.00
Training Session for FIORI pilot users	Facilitator-led	19	19.00
Subtotal		2,353	3,069.00
IV. General Competencies Upgrading			
Creating an Inclusive Workplace for Colleagues with Disabilities	Facilitator-led	2	4.00
Accelerating transformative changes through effective gender mainstreaming	Facilitator-led	9	27.00
Creating an Inclusive Workplace for Parents and Caregivers of Children with Disabilities	Facilitator-led	3	3.00
Career Tips Thursday	Facilitator-led	283	283.00
Addressing Racism	Facilitator-led	22	22.00
No tolerance for inaction in response to SEA	Facilitator-led	145	217.50
Mental Health at Work: Let's talk about Family Support Initiatives across the UN	Facilitator-led	4	4.00
Mentoring Programme	Facilitator-led	27	40.50
Gender Training HRM	Facilitator-led	19	152.00

Accelerating transformative changes through effective institutional gender mainstreaming training	Facilitator-led	52	182.00
Accelerating transformative changes through effective programmatic gender mainstreaming training	Facilitator-led	27	283,50
Mitigating Unconscious Bias	Facilitator-led	57	114.00
LGBTIQ+ Inclusion	Facilitator-led	6	12.00
Cross-Cultural Communication	Facilitator-led	54	104.00
Introduction to Mindfulness Meditation	Facilitator-led	16	64.00
Team Building TCS/DSE/CTI	Facilitator-led	22	88.00
Team workshops for the Electro-Mechanical team in BMS	Facilitator-led	5	37.50
ODG/ODG and ODG/COC team workshop	Facilitator-led	11	44.00
Disability Inclusion Awareness	Facilitator-led	6	12.00
4th MasterClass with Ross Thornley – Building Team Support and Cohesion in High-Pressure Environments	Facilitator-led	26	52.00
Empowering Active Bystander	Facilitator-led	86	129.00
Boosting Your Motivation	Facilitator-led	51	102.00
Ethics and Integrity	Self-paced	78	156.00
Prevention of Sexual Exploitation and Abuse (PSEA)	Self-paced	38	38.00
Feedback: the secret gift to boost team performance	Facilitator-led	30	150.00
Subtotal		1,079	2,321.00
V. Staff Welfare			
BSAFE – Online Security Awareness Training	Self-paced	239	478.00
SSAFE, IFAK, ETB Training	Facilitator-led	149	2,682.00
Subtotal		388	3,160.00
VI. Language Training			
Inlingua IAEA Language Training	Facilitator-led	103	3,078.00
UNOV-UNODC Language Training	Facilitator-led	31	1,488.00
Chinese Summer University	Facilitator-led	1	60.00
Subtotal		135	4,626.00
VII. E-Learning Platforms			
UNSSC Blue Line including the eCLM	Self-paced	150	270.00
LinkedIn Learning	Self-paced	315	697.00
Subtotal		465	967.00
GRAND TOTAL		5,621	17,635.50

APPENDIX L

INDUSTRIAL STATISTICS

<i>Statistical publications</i>	<i>Description</i>
International Yearbook of Industrial Statistics 2024	The report is UNIDO's main statistical publication. It spotlights current trends in response to various crises and explores the impact on specific regions and industries, accentuating both challenges and resilience. Additionally, the publication investigates trade, competitiveness and other trends in the industrial landscape. Marking its thirtieth anniversary, this edition features a special thematic chapter exploring long-term industrial development trends and their policy implications. These megatrends represent significant shifts, such as the global rebalancing of manufacturing, the rise of high-tech industries, the decoupling of manufacturing from greenhouse gas emissions, evolving employment patterns and persistent gender disparities in the industrial sector. The Yearbook is available at: https://stat.unido.org/publications/international-yearbook-industrial-statistics-2024
World Manufacturing Production – Quarterly statistics for the fourth quarter of 2023 and for the first, second and third quarters of 2024	This quarterly report provides statistical data on the current trends of global manufacturing with a brief analysis. It is based on country-level indices of industrial production. The report is available at: https://stat.unido.org/publications/qiip
World Manufacturing Production – Monthly infographics from October to December 2023 and from January to September 2024	This monthly overview provides statistical data on the current trends in global manufacturing. The infographics are based on the available monthly indices of industrial production and are available at: https://stat.unido.org/publications/miip
Methodological notes on World Manufacturing Production and Seasonal Adjustment of the Index of Industrial Production (IIP)	These methodological notes contain details on the sound methodologies used in connection with the publication of the above-mentioned quarterly reports and monthly infographics on current growth trends in global manufacturing production. The publications are available at: https://stat.unido.org/publications/world-manufacturing-production-methodological-note https://stat.unido.org/publications/seasonal-adjustment-iip-methodological-note
Country classification	This document describes the methodology followed to obtain the UNIDO country groups by stage of industrial development. It also presents the resulting country groups that are used in all UNIDO Statistics products from 2024, including the statistical databases and the International Yearbook of Industrial Statistics 2024. The publication is available at: https://stat.unido.org/publications/country-classification

<i>Online databases</i>	<i>Description</i>
UNIDO Industrial Statistics Databases (INDSTAT) 2024 editions:	These online statistical products contain key industrial statistics at the most detailed levels of internationally harmonized classifications like the International Standard Industrial Classification (ISIC), supported by user-friendly interfaces for metadata reference, data search, exporting and manipulation. The databases are available at: https://stat.unido.org/
INDSTAT at detailed levels of ISIC (Revisions 3 and 4)	The databases contain disaggregated data for selected variables in the mining, manufacturing and utilities sectors. The previously produced Mining and Utilities Statistics Database (MINSTAT) was integrated into INDSTAT in 2024 to improve accessibility for data users. INDSTAT offers a unique opportunity for in-depth analysis of structural change of economies over time. The data are arranged at detailed ISIC levels and cover three sections, 30 divisions, 75 groups and 127 classes of Revision 3, and four sections, 34 divisions, 90 groups and 137 classes of Revision 4. Revision 3 provides data back to 1963 at the division level, supplemented by more detailed information at the group and class levels available from 1990 onwards. Revision 4 data cover the period from 2005 to the most recent year available.
Industrial Demand-Supply Balance (IDSB) Database at 4-digit level of ISIC	The database contains data on output- and trade-related items, such as imports, exports and apparent consumption. The data are arranged at the class level of the ISIC Revisions 3 and 4 pertaining to the manufacturing sector, which comprises 127 manufacturing categories in Revision 3 and 137 categories in Revision 4.
Manufacturing Trade Database	The database contains aggregate data at the country, region and group level for variables related to the trade of manufactured goods. The database provides historical time series, starting with 1995 until the most recent year available, in current US dollars.
National Accounts Database	The database contains aggregate data at the country, region and group level for several national accounts indicators related to industrial economic activity. The database provides a historical time series, starting with 1990 until the most recent year available, in current and constant US dollars.
Competitive Industrial Performance (CIP) Database	The database shows the CIP Index and the indicators related to the CIP Index per country. The CIP Index ranks about 150 countries and economies according to their performance, comprising indicators, which together benchmark the ability of countries to produce and export manufactured goods competitively.
Quarterly and monthly IIP at 2-digit level of ISIC Revision 4	The databases contain the IIP, which measures gross output in real terms, free from price fluctuations. The data allows to track the latest industrial trends and is arranged at the 2-digit level of the ISIC Revision 4.
Sustainable Development Goal (SDG) 9 Data Platform	The database contains data for SDG 9 industry-related indicators under UNIDO's custody. The platform is available at: https://stat.unido.org/analytical-tools/sdg?tab=charts&country=040

<i>Online databases</i>	<i>Description</i>
Analytical tools	This overview platform provides statistical data and visualizations on country profiles, the latest manufacturing trends and competitive industrial performance. The analytical tools are available at: https://stat.unido.org/analytical-tools

APPENDIX M
RESULTS-BASED BUDGETING (RBB)
RESULTS INDICATORS¹

As of 10 February 2025

Result 1. Policies and strategies for ISID and the SDGs

<i>Results indicators</i>	<i>Result for 2022²</i>	<i>Result for 2023²</i>	<i>Result for 2024³</i>
CPO.1: Global forums, workshops, EGM, side events organized	976	937	1,178
CPO.2: United Nations inter-agency mechanisms with UNIDO participation	83	91	67
CPO.3: International networks and platforms for which UNIDO is providing secretariat functions	34	27	57
NOO.1: Standard-setting processes with UNIDO participation	101	153	71
PAO.1: Industrial strategies and industrial policy documents drafted/prepared	154	215	189
PAO.2: Analytical and statistical publications produced	262	365	397
POL.1: New or revised policies adopted by policymakers	55	67	94
POL.2: New standards adopted or implemented	30	45	23
POL.3: Guidelines adopted by relevant actors	288	276	269
POR.7: Number of United Nations Country Teams with UNIDO participation	103	110	120

Result 2. Conducive industrial ecosystems

Note: "Actors" in Result 2 refers to intermediary public and private institutions.

<i>Results indicators</i>	<i>Result for 2022²</i>	<i>Result for 2023²</i>	<i>Result for 2024³</i>
BUS.2: Actors developing new products	73	113	75
GOV.1: Institutions established or strengthened	385	642	967
GOV.2: Actors participating in enhanced collaboration settings	416	1,394	3,245
INV.1: Investment-ready proposals elaborated	15	18	81
INV.2: Projects or businesses financed	46	64	28
INV.3: New investments leveraged (US\$)	866,431,164	320,590,115	124,919,363
KASA.2: Actors gaining skills or capacity	711	1,782	6,947
TEC.1: New technologies developed or adapted	18	23	18

Result 3. Innovative, inclusive and sustainable businesses

Note: "Actors" in Result 3 refers to firms, including unipersonal businesses.

<i>Results indicators</i>	<i>Result for 2022²</i>	<i>Result for 2023²</i>	<i>Result for 2024³</i>
BUS.1: Firms with improved management practices	6,057	13,494	7,857
BUS.2: Actors developing new products	1,353	724	981
BUS.3: Startups established	650	617	1,223
INV.1: Investment-ready proposals elaborated	2,129	1,479	1,140
INV.2: Projects or businesses financed	212	216	430
INV.3: New investments leveraged (US\$)	40,840,593	24,533,414	428,135,822
KASA.2: Actors gaining skills and capacities (firms)	16,932	8,096	5,212
KASA.2: Actors gaining skills and capacities (people)	55,526	50,654	58,215
TEC.1: New technologies developed or adapted	226	300	256
TEC.2: Number of countries showing the adoption of new technologies	29	36	717
TEC.3: New technologies adopted	443	2,468	1,879

Result 4. Effective strategic management for results

<i>Results indicators</i>	<i>Result for 2022²</i>	<i>Result for 2023²</i>	<i>Result for 2024³</i>
CPO.4: Number of interventions or joint programmes with United Nations system entities	170	237	194
CPO.5: Number of interventions (project/programmes) in partnership with non-United Nations institutions	107	121	91
EIO.1: Percentage of management action plans (MAPs) and/or recommendations from internal audit and evaluations timely implemented	68	55	54
POR.2: Breakdown of new programme/project documents meeting quality requirements at appraisal	54	61	30
POR.3: Number (...) of ongoing projects, CPs and PCPs	708	703	810
POR.4: Percentage of programmes/projects whose quality was evaluated satisfactory at completion ⁴	not available this year	66	not available this year
POR.5a: Percentage of programmes/projects per gender marker category	41	53	69
POR.6: Transparency (as per IATI standards)	65	58	75

Result 5. Excellence of corporate services and operations

<i>Results indicators</i>	<i>Result for 2022²</i>	<i>Result for 2023²</i>	<i>Result for 2024³</i>
EXP.1: Regular financial resources budget implementation rate	64	98	80
EXP.2.1: Technical cooperation delivery – Expenditures (US\$ million)	180	226	291
FIN.1: Regular Financial Resources – Total approved gross budgets	59	93	80
FIN.2: Voluntary Contributions – Net approvals (US\$ million)	201	232	350
FIN.3.a: Programme Support Cost recovered (per cent)	10	11	9
FIN.3: Programme Support Cost recovered (million per year)	EUR 20	EUR 23	EUR 25
HRM.1.1: UNIDO workforce composition – Core staff composition by category ⁵	571	536	
HR.1: UNIDO Workforce Composition and Diversity – Annual Gender Parity Targets (per cent of women staff by level) ⁵			D2: 40% D1/L6: 23% P5/L5: 29% P4/L4: 41% P3/L3: 46% P2/L2: 65% P1/L2: 63% NO: 40%
HRM.2.1: Core staff geographical diversity index	59	56	57
HRM.2.2: UNIDO workforce geographical diversity index	81	80	80
OPM.1: Procurement timeline	100	100	72
OPM.3: ICT operational efficiency	99	94	71

¹ The data and information have been used as the basis for the qualitative infographics in the Annual Report 2024.

² Results for 2022 and 2023 are to be compared with targets contained in the Programme and Budgets 2022–2023.

³ Results for 2024 are to be compared with targets contained in the Programme and Budgets 2024–2025.

⁴ The achieved biennial value is provided in the second year of the biennium.

⁵ The results are not comparable between 2022/2023 and 2024 due to a revised definition of the indicator in 2024.