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Message from the Director-General

After two years as Director-General of UNIDO, it seems appropriate to offer this message as a kind of “settling of accounts” concerning the tasks I was given in December 1997. The mandate I received, the UNIDO Business Plan, was extremely demanding. Its implementation called for a great deal of work and dedication on the part of the whole Secretariat. But, as many Member States know, the Business Plan and its accomplishment were always at the centre of my concerns. They underpinned all the decisions I had to take during these last two years.

In the *1998 Annual Report*, I provided extensive coverage of our achievements in that important year of transition. From the initial priorities to ensure financial and administrative stabilization and a more streamlined organizational structure, we proceeded to revamp the services and activities of UNIDO. That year ended with the successful launching of integrated technical cooperation programmes based on 16 service modules that had been articulated in interaction with experts from Member States, the private sector and distinguished figures from the academic world. The enthusiastic approval and support of Member States for the integrated programmes and other aspects of the transformation were expressed in unambiguous terms at sessions of the governing bodies, and most recently at the General Conference.

In 1999, we concentrated on adjusting and refining the programming and implementation methods, and on introducing quality control for our programmes and activities. We decentralized and delegated authority to intermediate management and to field offices. And we consolidated a matrix working structure designed to provide verifiable quality services.

The new working culture would stimulate the directors of technical branches into transforming their units into centres of excellence in their specialty areas. It would orient regional directors into promoting services and differentiating UNIDO products according to the requirements of each region for which they were responsible. And it would create a system of “team leaders” for its integrated programmes to mobilize and coordinate their colleagues’ actions and expertise for maximum impact in the field.

A stabilized UNIDO budget has enabled us to offer three-year contracts to fixed-term staff. We also opened the possibility of career development based on fresh resources to be made available for training in the next budget.

All of these changes contributed to the birth of a new organization—an organization based on a new set of priorities, an organization that is more client oriented, modern, flexible and decentralized.

However, the reality and depth of the transformation can be seen most clearly in the radical change in the composition of the Organization’s portfolio of programmes. Personally, I was always determined not to oversee a merely “paper reform”. The programme portfolio had, therefore, to show a visible difference.

I am therefore very pleased to be able to report that the changes we introduced have indeed shown practical results in terms of improving the Organization’s productivity. Thanks to the development of a new, more structured work methodology, we have decreased the time required for appraisal of technical cooperation programmes. We

have been able to increase both the average size of the programmes and the number of branches involved in each stage of technical cooperation. Other productivity indicators show that the Organization has improved its overall performance. Those improvements, moreover, were achieved in full compliance with the objectives and priorities of the Business Plan. It is a further measure of our success that our improved performance in 1999 in both approvals and delivery was achieved despite a reduction in staffing exceeding 8 per cent compared to the previous year.

By the end of 1999, we had formulated 29 integrated programmes around specific cooperation requests received. These are in the initial phase of implementation. Their total value is \$200 million and they cover time periods of three to four years. Bearing in mind that UNIDO may allocate close to \$6 million annually from its own regular budget to technical cooperation programmes, especially in Africa, the need for voluntary financing reaches an average of around \$55 million each year. This does not seem to be an impossible amount when we consider that we will be working to promote industry all over the world.

Nevertheless, questions abound. How many programmes should we produce annually? Is the regional and thematic concentration that we are following correct? On what criteria should we base our selection of the next countries to benefit from technical cooperation? What are the criteria for impact that we should take into account in evaluating our activities?

In order for the new service modules and integrated programmes to have impact in the field and to be evaluated, it will be necessary to implement them in full. What cannot be implemented, cannot be evaluated for impact.

It is clear, therefore, that in order to continue the implementation of reforms, UNIDO in the future will indeed require more resources in the form of voluntary contributions. And it will require more political participation on the part of its Member States.

We must therefore ask ourselves at this point whether the successful transformation of UNIDO is sufficient in itself to motivate more active participation, and to mobilize a more defined involvement on the part of its Member States.

Against this background, we proposed the idea of organizing the Forum on Sustainable Industrial Development within the framework of the eighth session of the General Conference. We need to continue devoting time to analysing the substantive issues that bring us together and that constitute the leitmotif of our common cause: industry, the growth process and industrial development, and the potential contributions of this process to the reduction and elimination of poverty and thus to the promotion of equity.

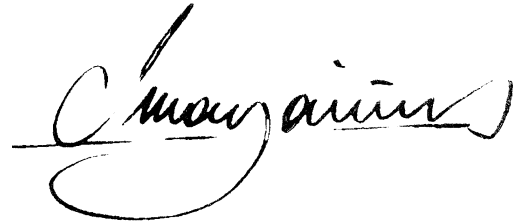
I want to emphasize that UNIDO is principally, and will continue to be, an agency specialized more in “doing” technical cooperation than in “thinking” about it. It is in “doing” technical cooperation that all of our attention, energy and resources are focused. Still, a proper balance between “doing” and “thinking” and “thinking” and “doing” has a very useful double purpose: refining the quality of our service modules and our integrated programmes to assure a maximum impact at the field level. In addition, we hope to renew the interest of our Member States in the ongoing, and increasingly relevant, social development contribution of sustainable industrial development—the business of UNIDO.

I am convinced that UNIDO has an important role to fulfil in the new architecture of the international economic system. The revitalization of UNIDO offers the opportunity to renew our vow to work together to defeat poverty, inequality and backwardness. We

offer practical and concrete tools for converting our good intentions into concrete actions in search of practical results.

This and nothing else is our great challenge. And that is the way it should be. We should have the possibility to take on a different challenge every two years. Such is the measure of our progress. Organizations, like human beings and societies, progress when they have the possibility to face, every now and then, new challenges.

I am sure that with the renewed partnership of our Member States we will measure up to this new challenge.

A handwritten signature in black ink, reading "C. Magariños". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Carlos Magariños
Director-General

Introduction

The year under review marked a turning point in the history of UNIDO. Not only did it witness the successful completion of the Organization's transformation, but saw UNIDO embark on a new, more direct path towards the industrialization of developing countries and economies in transition. It also saw some fundamental changes in the way UNIDO works. A strict distribution of work by division or branch has given way to interdisciplinary, cross-organizational teamwork that involves not only Headquarters staff, but also those posted to field offices. A greater emphasis on cooperation and collaboration has blurred UNIDO's previous rigid organizational structure, leading to greater efficiency and synergies. The vision of the staff has broadened beyond their particular field of expertise to envelope the whole gamut of UNIDO's activities.

This year's *Annual Report* reflects this shift. The first chapter offers, in broad brushstrokes, a picture of UNIDO's activities in 1999, focusing on the integrated programmes and other innovations. Chapter II provides a more traditional description of the various services offered by UNIDO, while chapter III contains an analysis of the Organization's performance and a statistical breakdown of delivery.



UNIDO in action

UNIDO works on two different levels. First, it designs industrial development programmes for its clients and offers them technical support in putting them in place. Second, it provides a platform for the various actors involved in industrial development—Governments, representatives of industry from the public and private sector, investors and others—to get together to tackle some of the challenges facing developing countries. The following chapter describes in broad terms some of the ground covered in 1999 by UNIDO in this dual role, and touches on the enhanced development support which will be provided by the Organization’s expanded presence in the field.

A. Technical cooperation for sustainable industrial development

An introduction to UNIDO’s integrated programmes

During 1999, UNIDO’s new holistic approach to industrial development in response to the wishes of its Member States expressed in the Organization’s new Business Plan was fully under implementation. Instead of looking at isolated problems and coming up with individual solutions, UNIDO decided in 1998 to offer a series of interlinked activities within a given country that would draw on the cumulative expertise and resources of the Organization as a whole rather than individual organizational units. The goal was to design one tailor-made programme for each country that would reflect the priorities and aspirations of the particular country. The result of that shift in approach was the launch of UNIDO’s new system of integrated programmes.

It goes without saying that UNIDO will not proceed with an integrated programme unless it is sure of the firm commitment of the client country. It is not sufficient for a country to express interest: it has to be prepared to devote time, energy and resources—both financial and human—to the development and implementation of the programme.

In a formula that was to be repeated for subsequent programmes, a cross-organizational team was put together for each targeted country comprising some six to ten specialists in industry, technology, investment, environmental issues and information. Since assistance to Africa is one of UNIDO’s priorities, the initial batch of integrated programmes to be developed was for selected African countries. UNIDO attaches particular importance to the integration of women in industry and assistance to entrepreneurship development among women featured prominently in almost all integrated programmes.

The first task of a team is to conduct a preliminary assessment of the country situation based on the information available. By sharing ideas and building on their collective experience, team members can reach a better understanding of the country's industrial opportunities and problems, consider where UNIDO assistance could have a catalytic effect and identify information gaps and points that need to be clarified. Checking on funding prospects is an essential part of the preparation. An issue that is important for a country may not represent a priority for donors or perhaps these are already supporting the country through bilateral aid. Sometimes the political situation of a country may also affect its chances of attracting donors. It is important to touch base with UNDP and other United Nations specialized agencies on the status of their technical cooperation in the country to ensure that UNIDO assistance fits into the common framework and that complementarity leads to sustainable human development.

Working together with UNIDO Representatives in the field, national counterparts in the country concerned and—where feasible—the country's Permanent Mission to UNIDO, the team paints the broad brushstrokes of the integrated programme. Back in Vienna, the team works out a detailed programme that is in turn submitted to the recipient country for clearance.

This is the beginning of a process that will allow UNIDO, in close cooperation with the country, UNDP and potential donors, to develop the most appropriate response to those problems that pose a major hindrance to a country's industrialization efforts. Careful planning, good coordination and selectivity enable UNIDO to make the best use of its limited resources and to channel its services towards those areas where they can have the greatest impact.

Early results

At the end of 1999, UNIDO's new system of integrated programmes had just completed a full year of operation. A total of 29 programmes were in place, of which five had been under implementation for about a year. At this early stage, it is premature to assess conclusively the wide-scale impact of the integrated programmes on the lives of men, women and children in our client countries. Impact is, without doubt, an eloquent measure of success, but it is not the only evidence of results. This section of the *Annual Report* describes the solid groundwork that was done in 1999 and the tools and methodologies that have been put in place to ensure the future success of the programmes and the sustainable industrial development of the countries that own them. It also shows how the integrated approach has resulted in a perceptible improvement in the way the Organization coordinates both with client and donor countries as well as with other agencies. This in turn has been reflected in a heightened interest on the part of donors.

Burkina Faso

Burkina Faso enjoys the distinction of being the recipient of UNIDO's very first integrated programme. The Director-General's visit to Ouagadougou and the return visit to Vienna of the Minister of Commerce, Industry and Handicrafts cemented ties between UNIDO and Burkina Faso, and a memorandum of understanding laying the foundations for the programme was signed in August 1998.

Not surprisingly, the Burkina Faso integrated programme focuses on the country's agro-industries sector, with particular reference to the food, leather and textiles sectors. These form the three main components of the programme and are supported by three additional components—SMEs, quality and investment promotion—that will help ensure the sustainability of the country's industrialization efforts. Since it appeared

unlikely at the outset that funds would be available up front for the entire cost of the programme, it was decided to implement the programme in three distinct phases.

The first phase got under way in April 1999 and has already yielded some impressive results. "Many of the country's enterprises rely on outdated technology and goods produced fall below acceptable standards", UNIDO team leader Ahmed Ben Brahim reported. UNIDO has tried on the one hand to improve the performance of these manufacturing units, and on the other to create value added for the country's exports. As a starting point, good manufacturing practices and hazard analysis and critical control points were introduced in 14 food enterprises and over 30 technicians trained in these procedures. The University of Agriculture and Forestry of Vienna collaborated in the construction of a new hybrid dryer using solar and fuel energies for fruits and vegetables. The dryer was installed for demonstration and training purposes at a cooperative, grouping more than a hundred women entrepreneurs. Twenty further enterprises, including factories and women's groups that together form the "Circle of Dryers", can avail themselves of its services. UNIDO also provided training and equipment to a demonstration cereals extrusion unit within the University of Ouagadougou in order to train members of a food production cooperative.

Bones and horns recovered from slaughterhouses make attractive adornments for bags, shoes and other leather items. They can also be fashioned into souvenirs for tourists. In the course of 1999, Burkina Faso's integrated programme enabled 30 leather artisans to improve their product range of footwear and leather products and make optimum use of these discarded materials. Some of the items produced would not have looked out of place on the shelves of fashionable stores in Paris or Rome, and the Ouagadougou branch of Siemens ordered 70 documents folders for the company's New Year gifts. In addition to training, leather workers each received a set of hand tools to help them start up on their own. Eventually, UNIDO hopes to create cooperatives of leather craftsmen who could share premises and equipment. Environmental protection is always a concern in the leather industry, and UNIDO installed a chrome-recovery unit at one tannery to tackle the problem of chrome pollution.

At a seminar on textile manufacturing, held in May 1999, UNIDO provided technical training to 39 artisans and prepared a technical assistance programme for the rehabilitation of the textile subsector in Burkina Faso. The first step was the establishment in August of a federation of textile artisans. This Federation is working jointly with national experts to implement the textile component. Over 80 per cent of the textile artisans are women operators and entrepreneurs.

An important part of the ground-laying work for the integrated programme is putting in place the appropriate infrastructure. In 1999, UNIDO set up a small and medium-sized enterprise promotion unit in Ouagadougou and a second one is being created in Bobo-Dioulasso with two trained staff and necessary equipment. A standards unit was also created as a first step towards upgrading Burkina Faso's standardization and metrology labs. Similarly, UNIDO established an investment promotion unit within the Ministry of Industry that it hopes will eventually evolve into a fully-fledged investment promotion agency. An investment guide is currently in print and a set of 60 projects has been prepared. Several of the investment opportunities identified supplement activities to be undertaken under other components of the integrated programme.

Guinea

In contrast to Rwanda (see below), where the UNIDO team more or less had to start from scratch, there was a solid foundation for Guinea's integrated programme. "The programme was not only rooted in Guinea's national private sector development programme that was validated in September 1998, but could build on UNIDO's past

history of support to Guinea”, team leader Leny van Oyen explained. “Some important work—in the area of industrial policy, support to SMEs and investment promotion, for example—pointed us in the right direction for our future activities.” One of these activities was the follow-up to the May 1998 Investment Forum. “The Government was very anxious to see concrete follow-up to this Forum and wanted to measure the success of the Forum not in the number of hands shaken, but in the actual investment made”, van Oyen explained.

The programme formulation mission for Guinea took place in November 1998. The Minister of Private Sector Development had already identified a national counterpart, who accompanied team members throughout their stay in Guinea and travelled back to Vienna with the team on completion of the mission to help finalize the programme. This proved to be an extremely useful move as it allowed for a pre-validation of the final document and smoothed the way for approval by the Minister of Private Sector Development.

At the end of January 1999, the Guinea team was allotted the first \$500,000, representing almost 10 per cent of the total budget, with which to get the ball rolling. Priorities were discussed with national stakeholders, and it was agreed to start work on those activities most likely to yield tangible results. The search for funds still remains one of the team’s greatest challenges.

“Considerable efforts have to be made to heighten donor interest in the country and convince them of the value of the programme”, van Oyen said. “This is a long process that requires patience while we wait for a signal from the donor capitals. We also support the owner of the programme, Guinea, in its efforts to secure funding from, for example, the African Development Bank, the ECOWAS Fund, the Islamic Development Bank or the European Union. If this leads to collaborative funding—and this is the case with a programme that the French will fund bilaterally—we are of course delighted. It is, however, our goal to see more funds come through UNIDO.”

Despite resource limitations, there have been some interesting results after just one year of implementation. For example, as a follow-up to the investment forum, UNIDO screened all project proposals and, together with local partners, prepared business plans for an initial batch of 23 projects. These are currently under review by regional financial institutions.

The privatization of the Agro-industry Society of Guinea is another milestone. This enterprise, along with a number of others, had passed back into government hands after an unsuccessful attempt at denationalization. An audit, conducted by UNIDO in 1999, helped clear up a number of technical and financial issues that had been blocking the process, thereby enabling the privatization of the company. The Government subsequently asked UNIDO to audit a further four enterprises.

In the area of health, one of the problems being tackled by UNIDO is the issue of household waste management. In the densely populated district of Matoto that periodically suffers from cholera epidemics, UNIDO has helped put in place a waste collection system and is starting a pilot organic composting initiative. Food safety is also a concern, and UNIDO held several seminars such as one in November 1999 on hazard analysis and critical control points for Guinea’s fishery industry.

Other results achieved in 1999 include the elaboration of a restructuring plan for the Chamber of Commerce and Industry that was adopted at its assembly in October, the design of an industrial information network that will link all the partners involved in the integrated programme, and the introduction of new looms for the more efficient production of traditional textiles.

Rwanda

In some countries, getting an integrated programme off the ground presents in itself an awesome challenge. There had been no UNIDO presence in Rwanda since 1994, and Ayumi Fujino and her team had to start from scratch, establishing and fitting out a UNIDO office in Kigali. “We were fortunate to find an international expert who was familiar with the country both before and after the civil war”, team leader Fujino explained. “His presence during the preparatory phase of the programme was a great help, but the absence of a UNIDO Representative on the spot is keenly felt.” Other challenges facing the Rwanda team were the relative inexperience of government counterparts in dealing with development aid and technical assistance and the fact that most donor countries cover the country from their embassies in Nairobi, Kampala, or from their own capitals. Similarly, those institutions that managed to survive the civil disturbances have been left severely weakened and unable for the time being to provide a solid base on which to build the country’s sustainable industrial development.

Notwithstanding the preoccupation of the Government with serious internal problems—hundreds of thousands of people displaced during the war are now streaming back into Rwanda—UNIDO was able to begin implementing the integrated programme in May 1999. Much of the groundwork for the framework of an industrial policy was presented and reviewed at a workshop on industrial policy development and implementation held in October 1999. UNIDO is currently working on a plan of action to translate the framework into a series of concrete actions and measures. Since its implementation requires a sound database of industrial statistics, UNIDO has organized a survey on industrial statistics, to take place in April 2000, that will provide benchmark data on industry for the first time since the reorganization of the country following the civil war.

The Rwanda integrated programme is especially geared towards the rehabilitation of vital industries that were destroyed during the civil war. UNIDO selected 30 enterprises for restructuring under the programme and, in cooperation with the World Bank’s private sector development programme, will help them upgrade their management capacity. In order to increase the competitiveness of Rwandan products on both local and international markets, in November 1999 UNIDO set up a focal point for quality and standardization.

A common thread running through all UNIDO’s integrated programmes is support to women entrepreneurs, and the Rwanda programme is no exception. A training manual was prepared in 1999 to help women entrepreneurs and trainers acquire the managerial and technological skills required to run a micro- and small-scale food-processing business. The training manual is being translated into the local language, Kinyarwanda, and pilot training programmes will be run in collaboration with the International Fund for Agricultural Development in Kigali Rural and the Biyumba prefecture.

As is the case in all least developed countries, a reliable source of energy is a prerequisite to advancement. Research into alternative, renewable sources of energy takes on an added imperative in the case of a country that has lost much of its infrastructure. UNIDO sent a programme mission to Rwanda in December 1999 to assess the situation and to come up with a proposal for the renewable energy component of the integrated programme.

Uganda

Some of UNIDO’s technical experts have to divide their time among a number of integrated programmes. Ahmidou Ouaouich, UNIDO’s resident food industries

specialist, is a member of 16 cross-organizational teams, but still manages to reserve a special slot for the Uganda integrated programme, of which he is team leader. One of the initial five programmes, the Uganda programme got off the ground in March 1999 with the formulation of a work plan that would make best use of the \$1 million available. “We first focused on those components of the programme that would help solve the most pressing problems”, Ouaouich explained.

Food safety is a priority of the Government, and UNIDO experts set to work to improve the quality of fish products in order to meet EU safety and health standards. “It was equally essential to upgrade the inspection methodology”, Ouaouich reported. “We trained 25 people from the fish inspection services and the National Bureau of Standards and prepared a fish inspection guide. A code of practice was put together for producers and will be published shortly. Eventually, adherence to this code will be a precondition for enterprises wishing to join the Fish Processors and Exporters Association.” The lack of facilities to test and analyse fish products had resulted in an export ban on Ugandan fish products. Now, with UNIDO’s help, samples are being sent for analysis to Europe and Ouaouich is confident that after a couple of months of positive data, Uganda will be able to convince the European Union to lift the ban.

The absence of adequate quality control facilities in Uganda is being addressed by UNIDO in another component of the programme. As a first step, UNIDO is trying to get an existing microbiology lab accredited through an accreditation body in Europe, and this will be followed by assistance to other laboratories.

Women in rural areas struggling to make a living from Uganda’s rich leather and hides resources now have a chance to upgrade their skills. One of the earliest achievements of the Uganda integrated programme was the establishment in 1999 of a leather goods manufacturing department in the Kampala-based Training and Common Facility Centre. UNIDO equipped a van with leather-working tools, and as this mobile unit moves through the country’s remote villages, small manufacturing units—many of which are staffed by women—can learn new techniques in leather-working. In a parallel exercise, women textile workers are receiving training in dyeing, weaving and other procedures at a special training unit set up by UNIDO in Uganda. A national textile association, established by UNIDO for that purpose, will ultimately take over the training of textile workers and ensure the sustainability of this important component of Uganda’s integrated programme.

Other achievements of the Uganda programme to date include a master craftsman programme to upgrade the skills of entrepreneurs and improve the productivity, design and management practices of small and medium-sized enterprises in Uganda. One of the country’s most promising commodities is coffee, and UNIDO is helping to find business partners outside the county to invest in a scheme to develop value-added coffee products instead of merely exporting raw beans. Another activity that is proving successful is the formulation of a business plan for the establishment of a national information network. The network brings together public and private institutions, SMEs and providers of information in a commercial company. UNIDO has also contributed to the creation of an industrial park.

United Republic of Tanzania

The Tanzania integrated programme got under way in February 1999 with the appointment of a national project coordinator. “The initial funds received were programmable, which gave us the flexibility to start off with those components that could show some short-term results as well as longer-term impact”, team leader Hans Pruim explained. Since the effective owners of the integrated programmes are the

Governments of UNIDO's client countries, Pruim and his team invited their counterparts in the Ministry of Industry to set priorities.

"One criterion from our side was to create synergies in impact and efficiency", Pruim observed. "The idea was to proceed with the implementation of different elements of the programme in parallel using the services of available experts." Eventually, they settled on 16 outputs for the initial phase of implementation. Among them was the establishment of an information network. "We brought together six government institutions and universities and, with the University of Dar es Salaam, trained staff in setting up databases and sharing data through a data warehouse. Among the six are the institutions responsible for investment and environmental issues", Pruim explained. "One of our first tasks was to convert row upon row of experts' reports and studies related to industrial development issues into electronic archives that would be accessible to all government officials with access to the network." Participants in the information network were particularly thrilled at the Intranet web sites created as part of the programme component. In 1999, UNIDO also helped the Ministry of Industry and Commerce to launch the country's first quarterly review on industrial trends and investment opportunities.

A second information network is being set up for the private sector and will support the SME component of the programme. The development of Tanzania's small and medium-sized enterprise sector is one of the cornerstones of sustainable industrial development and is closely linked to the investment, quality and cleaner production components of the programme. The elaboration of a policy for the promotion of SMEs is currently under discussion in a series of workshops with stakeholders before being finalized, once again reinforcing the concept of national ownership. Similarly, UNIDO has started to look at the country's investment promotion strategy, and in 1999 trained 20 people in investment promotion. "Ultimately, the impact of the programme will be measured in terms of jobs created", Pruim observed. "In the short term, of course, this is not possible. I can only say that present success indicators at the institutional level will eventually result in impact at the enterprise level", he concluded.

The year 2000 will see the launch of new integrated programmes, as well as the continuation of existing ones. The system is under constant review and monitoring and the latest programmes benefit from a process of fine-tuning as a result of lessons learned in the first year.

Building on past successes

UNIDO's new integrated approach to development cooperation is specifically adjusted to the needs of its client countries in the global markets of the twenty-first century. The success of the individual programmes will, however, rest on the solid groundwork laid during UNIDO's earlier support to the industrialization efforts of developing countries. The following "stand-alone" projects demonstrate the link between the valuable achievements of UNIDO's first three decades and its new programmes.

India: Treatment of tannery effluents in Tamil Nadu State (1991-1997)

Through experience gained in demonstration tannery effluent treatment facilities in Nepal, UNIDO was able to pass on cleaner tanning techniques that resulted in the control of pollution from tannery clusters in the state of Tamil Nadu in India. The result of the new pollution control mechanisms was a threefold gain: pollution was greatly reduced, there was a saving in the quantity of water used, and by avoiding a closing-down of over 300 tanneries, a large number of jobs could be saved.

Based on local needs and specific conditions, the project developed models of common effluent treatment plants that serve many smaller tanneries, as well as low-cost models of individual effluent treatment plants for tanneries in remote areas. The establishment of effluent treatment plants involves the design, installation and operation, coupled with in-plant training and study tours abroad, and a supply of specialized imported equipment. More than 40 persons were trained in new pollution control methods and they can pass on their knowledge to their colleagues, thereby ensuring long-term sustainability of clean production methods.

The Tamil Nadu experience in turn proved valuable in other parts of Asia as UNIDO began to establish or upgrade individual and common effluent tannery plants throughout the region, notably in China, Indonesia, Pakistan and Sri Lanka.

Senegal: Safety and quality in the fish-processing industry (1994-1996)

Over the years, Senegal has built up its export market of fish and fish products to Europe. However, when the European Union introduced new quality requirements, the Senegalese fish industry faced a serious challenge. The industry needed a safety and quality assurance system to comply with the new standards and keep the door open to the European Union market.

In 1994 UNIDO launched a programme to introduce good manufacturing practices (GMPs) and hazard analysis and critical control points (HACCP) to Senegal's fish-processing industries. The assistance was carried out at three levels: government food inspection and quality control services; support institution (training and laboratories); and at the enterprise level. UNIDO designed special training courses for the staff of the National Veterinary School and Technology Institute, the Fish Inspection and Quality Control Services of the Ministry of Fishery and 12 selected fishery plants. The Veterinary School and Technology Institute received new laboratory equipment.

Training in the concepts of GMPs and HACCP were offered to some 300 people, while another 100 were trained in laboratory and quality control. As a result of the project, the number of fish-processing plants in Senegal with an organized system of quality control increased from 3 to 50. Three plants have already introduced HACCP. The project's crowning achievement is approval by the European Union of Senegal's fish inspection and quality control services, thus ensuring the sustainable livelihood of hundreds of people in the industry.

Today's integrated programme for Senegal continues the good work achieved under the earlier project with a number of follow-up activities that are designed to increase the competitiveness of Senegal's agro-food industries.

United Republic of Tanzania: Integrated training programme for women's entrepreneurship development in food processing (1993 onwards)

In common with most other integrated programmes, the integrated programme for Tanzania, described earlier in this chapter, gives high priority to its SME component. Support to Tanzanian women entrepreneurs in the agro-food industry is an element of this component and will build on the strong foundations laid by a training programme initiated by UNIDO in Tanzania in 1993.

Tanzanian women have a long tradition in food processing, either in their households or in micro- and small-scale enterprises. UNIDO's programme is targeted at women

who—although food producers—lack the technological and managerial skills to expand and improve their businesses in the free market environment.

UNIDO identified six provinces in the country to participate in the training programmes, and the Small Industries Development Organization, with its network of 20 regional offices, was selected as a local counterpart for the project. A UNIDO training manual that had already proved successful with woman entrepreneurs in other regions was adapted to local conditions and translated into Kiswahili. The training sessions included courses on how to manage every aspect of a small business and on the technological and hygienic aspects of production. Participants included both women at the grass-roots level as well as trainers from each region. Upon completion of the course, the women received a certificate. Follow-up activities by previously trained women include regular monitoring and advice on how to further improve quality and expand production.

Of the women taking the course, 70 per cent now manage to earn a regular income from food processing and run their own businesses, with a smaller percentage able to contribute well to basic family needs. The average enterprise investment was some \$2,000 in 1998 and is steadily rising.

B. UNIDO in the field

Although UNIDO has always maintained an active corps of field staff, throughout its 32-year history it has carried the label of headquarters organization. In 1998, a number of measures were introduced to assign greater responsibility to field staff as part of the Organization's transformation, and in 1999, UNIDO began its gradual progression from a predominantly headquarters organization with a field component, to a field organization with its Headquarters in Vienna. The 44 per cent increase in resources allocated in UNIDO's budget to the field programme in the current biennium bears testimony to the importance attached by Member States to activities in the field.

By the end of 1999, there were 23 country offices headed by UNIDO Representatives, the vast majority of whom had previously held positions at Headquarters. The Director-General announced the establishment of five regional centres towards the end of 1999 (Egypt, Ethiopia, Thailand, Uruguay and Zimbabwe) and an additional four country offices are being converted into regional centres in 2000. The regional offices are headed by a director and assisted by two technical officers, to be appointed during the course of 2000, who will carry out programmatic and analytical work. In a number of countries where there is no UNIDO Representative, the Organization established national focal points. In a few countries where there is no UNIDO presence, arrangements were made with UNDP to place a UNIDO officer in the local UNDP country office.

“Through this extensive network, people in the field will be in constant touch with our clients, both in the Government and in the non-governmental sector, and they will be in a good position to assess their requirements in terms of industrial development”, said Nilmadhab Mohanty, Managing Director of UNIDO's Field Operations and Administration Division. “The main role of the field offices is to promote and support technical assistance in order to encourage national capacity-building for industrial development at the level of government, public sector, industrial associations and enterprises. This in turn encourages local ownership of our integrated programmes. The field offices also have an advocacy function, promoting a better awareness of UNIDO's programmes and activities. It is their job to describe UNIDO's service modules to client countries and suggest those that would be most appropriate for the needs of

the particular country. Once this information is relayed back to Headquarters, work can begin on the preparation of a tailor-made programme for the country concerned. One of the criticisms leveled against UNIDO in the past was that our services tended to reflect the expertise and interests of the staff members preparing projects and programmes rather than the actual requirements of our client countries. This has now changed and the central purpose of strengthening UNIDO's field activities is to ensure that its services are demand- rather than supply-driven."

UNIDO's field officers maintain close contact with other United Nations agencies present in the field, serving as country-level focal points for the United Nations Development Assistance Framework (UNDAF) exercise and as members of the United Nations country teams. They participate actively in programming meetings organized for representatives of different organizations and play a critical role in the preparation of common country assessments.

C. The global forum function of UNIDO

In addition to its role as a provider of integrated technical cooperation services in the field of industry, UNIDO has been assigned the task of acting as a global forum for the acquisition and dissemination of knowledge related to the industrial development process. The Business Plan, approved by the Member States in 1997, sees this global forum function as an important component of UNIDO's mandate to strengthen industrial capacities in developing countries and countries with economies in transition. Within the framework of this global forum function, the Organization is called upon by the Business Plan to implement programmes in the following fields: industrial policy advice based on action-oriented research; institutional capacity-building at the country and sectoral levels; quality, standardization and metrology; industrial information through networking, including information on the transfer of technology; and industrial statistics.

On the basis of these programmes, UNIDO is able to undertake a wide range of activities, beyond the confines of specific technical cooperation projects, to support and promote industrial development. In particular, these activities include initiatives to understand the dynamics of the industrial development process and disseminate the lessons so learned through specialized meetings and publications covering a diversity of industry-related issues. In the course of these activities, UNIDO promotes partnerships and supports global industrial cooperation, both between developed and developing countries and among developing countries themselves. In so doing, UNIDO acts as an honest broker to facilitate the spread of industrial information, knowledge, technology and investment.

Meetings

Believing firmly in the important benefits of face-to-face contact in the transmission of information and knowledge, UNIDO organizes a wide variety of seminars, workshops and expert group meetings, and encourages its staff members to participate in meetings organized by other relevant agencies, institutions and organizations. In 1999 nearly 100 meetings of this kind were held by UNIDO (see appendix N). These ranged in scope from highly specialized discussions on closely circumscribed topics between small groups of experts to large conferences covering a broad spectrum of issues.

Particularly noteworthy in the latter category were two regional fora on industry held in Bangkok and Cairo in September and November 1999, respectively. Participants included high-ranking government officials and diplomats, influential business leaders,

eminent academics, senior staff members of a number of international organizations, and representatives of several civil society organizations. The Asia-Pacific Regional Forum addressed such important and topical issues as the implications of the Asian crisis for industry and industrial policy in Asia and the Pacific; the reforms and strategies to be adopted to promote SME development as a means of enhancing industrial competitiveness, and the need for the formulation of a strategic vision and appropriate industrial policies for the new millennium. Similarly, the Arab Regional Forum covered pressing issues such as the need to adopt new technologies and industrial policies to link Arab regional markets with the industrialized world; improving labour productivity and the quality of industrial production in the Arab world; and developing job-creation strategies for the Arab countries based on the promotion of SMEs.

These regional meetings culminated in a global Forum on Sustainable Industrial Development held in Vienna from 29 November to 1 December 1999 on the occasion of the eighth session of the UNIDO General Conference. The Forum—the first of its kind during a meeting of a policy-making organ—was structured to include four substantive panel discussions. Eminent panelists and distinguished speakers from government and the academic and business communities made presentations related to the topics under consideration. This was followed by a closing session at which the Director-General provided a summing up of the insights gained and lessons learned from the preceding four sessions.

The four substantive sessions of the Forum dealt with a number of fundamental issues related to industrial development. The first panel described the continued importance of industry for economic development, the factors affecting the location of industry, and the important contribution of foreign direct investment and skill upgrading to technology transfer and industrial development. The second panel provided policy-related advice on how to enhance national industrial competitiveness by promoting the integration of domestic enterprises into global value chains and attracting foreign investment. The third panel discussed the implications of industrial development for the environment and energy use, and concluded that government policies towards the environment should be aimed at promoting industrial opportunities in the environmental field rather than seeking to restrain industrial growth. Finally, the fourth panel provided an overview of a specific UNIDO programme to encourage a partnership between government, national SMEs, a transnational corporation, industrial associations, academic institutions and an international civil society organization (see below).

In summarizing the issues raised during the Forum and the insights gained, the Director-General noted that the holding of the Forum on Sustainable Development had been an ambitious but worthwhile exercise. “The many changes that have taken place in global productive systems in response to the opportunities and challenges arising from the intensifying process of international economic integration have rendered it necessary to reintroduce substantive matters about industry and industrial development in UNIDO’s discussions with its Member States”, he pointed out. In this context he stressed that the conclusions of the Forum were expected to be well received by the international community since they had identified particular areas for developing countries to focus on in the pursuit of economic reforms.

Specifically, the Director-General emphasized that both the first generation of economic reforms, which are related to the need to introduce sound macroeconomic systems, and the second generation of reforms, based on the strengthening of institutional capacities, are extremely necessary for developing countries to cope with the challenges of globalization. At the same time, however, he pointed out that the Forum had shown that the time had now come for a third generation of reforms aimed at helping to

connect the population of developing countries and the world at large with the process of globalization. This new challenge, he stressed, would need the mobilization of information, skills, technology and knowledge to enable the industries of developing countries and countries with economies in transition to become integrated into global value chains and thereby to benefit from the process of globalization rather than being marginalized by it.

Noting that this challenge will persist into the foreseeable future, the Director-General pointed out that overcoming it would require the development of new tools and instruments, as the problems of the future cannot be solved with the tools of the past. He noted that the Forum had not only highlighted a number of points relevant for UNIDO's research agenda, but would help UNIDO to address the challenges currently faced by the developing countries in adjusting to the globalization process. Specifically, he reiterated the point that while the Forum had underlined the continued importance of industry for development, it had also shown that industrial development itself might require some special support measures. These could include the promotion and establishment of the "soft infrastructure" needed to help countries to cope with the information flows necessary to integrate themselves into international suppliers' networks.

UNIDO as a partner in development

During the past year, UNIDO's new integrated approach to sustainable industrial development has held the attention of the Organization's donor and client countries. While many of UNIDO's resources have naturally been directed to the formulation and implementation of the integrated programmes, the Director-General continued efforts in 1999 to strengthen the other half of UNIDO's dual role: that of a global forum on industrial development.

One endeavour of the Director-General is to use UNIDO's limited resources as a lever to forge partnerships with universities, research institutions and other civil society organizations. This will help UNIDO to acquire a stronger analytical base and at the same time encourage greater international cooperation in the area of sustainable industrial development in developing countries. It will also enhance the normative capabilities of UNIDO—an imperative both in the context of United Nations reform and today's global economy.

One such partnership is with one of the world's oldest and most prestigious universities, the University of Oxford. On 6 October 1999, the Director-General visited Oxford and together with the Vice-Chancellor of the University, Dr. C. R. Lucas, signed a two-year agreement for research on African economic performance under a joint research programme to be funded by UNIDO. This is the first agreement of its kind between UNIDO and a university in the United Kingdom and includes funding for a two-year UNIDO research fellowship at the University's Centre for the Study of African Economies (CSAE) within the Institute of Economics and Statistics. Under the terms of the agreement, UNIDO and the University will "enter into a programme of cooperative research ... with the aim of enhancing and disseminating knowledge and skills which foster Africa's improved economic performance, particularly through the promotion of sustainable industrial development". The Centre's Director, Professor Jan Gunning, welcomed the agreement as "the beginning of an exciting partnership".

UNIDO and the University of Oxford will draw up the terms of reference for research that will include a survey of industrial enterprises in selected countries. The UNIDO research fellow will spend a number of weeks both at UNIDO Headquarters and in the field looking at UNIDO projects in Africa. There will be an evaluation of progress at the end of the first year.

The research programme is a direct response to the mandate given to UNIDO in its Business Plan to focus its activities on least developed countries, particularly those in Africa. There will be a special training programme for African civil servants with the aim of building capacity among African policy makers, especially in those countries where UNIDO has initiated, or will initiate, an integrated programme. The University will also hold one-week training seminars at CSAE to expose UNIDO's economists to modern analytical and statistical techniques. As a third training element, the programme includes policy briefings in Vienna for UNIDO's senior management on key issues related to industrial development policy. In this way, it is hoped to ensure the linkage between UNIDO's research and technical cooperation activities in Africa.

The Oxford experience, a concrete example of UNIDO reaching out to link up with civil society, adds a new string to UNIDO's bow and may be replicated with leading universities in other countries.

A partnership of a different kind was the subject of Panel 4 of UNIDO's Forum on Sustainable Industrial Development, described above. The panel's moderator, Wilfried Luetkenhorst, Director of the Private Sector Development Branch, described UNIDO's partnership programme as one that seeks to develop a viable new approach towards capacity-building for small and medium enterprises—and to do so jointly with major players in the business world who have an interest in strengthening their supply chains.

One of the most difficult hurdles facing developing countries in their efforts to increase exports is raising product quality to meet international standards. The gap in standards is the reason for the extensive use of non-tariff barriers that frequently prevent market access by the developing world. A year ago, Fiat SpA, through Magneti Marelli, one of its subsidiaries with auto production plants in India, entered a partnership programme with UNIDO aimed at improving the quality of auto parts produced by suppliers in south-east India. The partnership also includes the Government of India, INSEAD—a prestigious French business school, the Prince of Wales Business Leader Forum and two local auto component chambers.

This unique private/public sector joint undertaking has, in just less than one year, produced striking results in terms of increased productivity, cleaner production methods, better use of technology and greater awareness of the need for continuous improvement. The average lead-time required for completion of goods was reduced by 52 per cent. Shop floor training grew from virtually nothing to 238 hours per month. Absenteeism dropped by 39 per cent, the application of standard operating procedures rose by 53 per cent, and production space grew by 25 per cent as a result of the introduction of single-flow lines and better control of stocks, waste and scrap. In some enterprises, improvements were even more dramatic: Kailash Auto Builders Ltd. achieved a 69 per cent rise in turnover between May and October 1999. The programme has been so successful that it will soon be expanded to cover the southern region of India.

UNIDO is also in contact with other transnational corporations seeking to replicate the successful Fiat case in other developing countries and other sectors of industry. Ultimately, the Fiat/UNIDO partnership programme will not only help small and medium-sized Indian auto parts manufacturers expand their production capability to meet local demand, but also to be ready to meet the demands of a global market.

Publications

In order to ensure the widest possible dissemination of lessons learned from its seminars, workshops, conferences and expert group meetings, UNIDO pursues an active

publications programme. These publications not only include papers presented at such meetings and/or summaries of their proceedings, but also a wide range of other books, reports, working papers and brochures. Appendix M provides a selection of publications and reports issued in 1999. The printed publications issued by the Organization are supplemented by a variety of electronic products, including videos, software and databases.

In 1999, the number of requests for UNIDO documents trebled with the introduction of an electronic order form (www.unido.org) and credit card payment facilities. In addition, many of the Organization's most popular publications can be downloaded in PDF format from the UNIDO web site. The current publications catalogue, which also appears in electronic form, is over 40 pages long, and lists almost 200 items in English and some 50 more in other languages. It is painstakingly compiled and updated by Elisabeth Mayer and Kazuko Puff of the Information Technology and Knowledge Management Section, who hope that eventually all UNIDO's publications that are not specifically for sale will be available in electronic form at the click of a mouse. The United Nations Sales Offices in New York and Geneva also display and sell UNIDO sales publications.

The catalogue is distributed to other United Nations agencies, Permanent Missions, libraries, universities, development aid agencies, large corporations and others whose names have been included on the mailing list. Mayer and Puff receive about ten requests a day for publications; one day in October, selected at random, revealed requests from the Korea Trade Investment Agency in Los Angeles, the World Bank, the Caribbean Agricultural Research and Development Institute, the University of Sussex, Cornell University Library, the Forestry Department of the University of Kentucky, the Zimbabwe Investment Centre, a law office in Washington D.C., two UNDP Resident Representatives and an international bookseller.

One of Puff's duties is to prepare abstracts of all UNIDO publications, and there are currently over 21,000 fully indexed Industrial Development Abstracts (IDA) covering the full range of UNIDO's activities.

World Information Directory of Industrial Technology and Investment Support Services

UNIDO's Industrial Inquiry Service provides, quickly and unbureaucratically, the answers to specific inquiries from entrepreneurs in developing countries on a range of topics related to industry. The information is available through UNIDO's International Referral System (IRS), a network of specialized information services that enables searches by field of industry, type of activities, language and form of replies. The system has been developed over the last six years to respond to a growing number of technical inquiries in a rapidly changing and competitive environment. Acting as an honest broker, UNIDO uses IRS to search the most judicious choice of technologies, manufacturing and equipment alternatives for its clients.

UNIDO's *World Information Directory of Industrial Technology and Investment Support Services* is the printed version of this initiative. It contains data from specialized information sources that have joined the IRS, representing 193 organizations in 60 countries. The first issue of this *Directory* was published in December 1995 on the occasion of the sixth session of UNIDO General Conference. The latest edition was released during the eighth session of UNIDO's General Conference in December 1999 and contains an additional chapter presenting profiles of 113 investment-facilitating organizations in 80 countries. It is already proving to be a useful, impartial tool in locating sources of investment and information in different industrial sectors, whether

relating to available technologies, manufactured products or training opportunities for one or more industrial sectors or a combination of these requirements.

The *Directory* consists of two chapters, the first dealing with investment facilitators and the second with information sources. Both chapters provide profiles sorted alphabetically, first by country and then by organization. The chapter on investment facilitators contains information on national investment agencies around the world. The information sources chapter lists global suppliers of industrial and technological information whose services are used by UNIDO's Industrial Inquiry Service.

Industrial Sector Survey on the Potential for Non-Oil Manufactured Exports in the Islamic Republic of Iran

In common with other oil-rich countries, the Islamic Republic of Iran is extremely vulnerable to fluctuations in international energy prices. Its economy is heavily dependent on exports of crude oil, petroleum products and natural gas, and although Iran has a fairly broad manufacturing sector, goods produced are uncompetitive on international markets. Steps have to be taken to improve the quality of manufactured goods, introduce tighter quality control and improve packaging.

UNIDO's *Industrial Sector Survey on the Potential for Non-Oil Manufactured Exports*, prepared for the Islamic Republic of Iran, examines the issues involved in this complex process by analysing the export potential of a wide range of industrial subsectors. It also assesses the capacity of Iran's industrial sector to identify, and take advantage of, export opportunities and looks at the type of policies that would best support an increase in Iran's exports.

When the study was published in May 1999, it met with an enthusiastic response both from within and outside the country. "The report was the main topic of a weekly TV programme in Iran on economics today and the subject of a 25-minute discussion", backstopping officer Morteza Abtahi explained. Since its publication, there has been a steady flow of requests for copies of the study, emanating largely from the United States and Europe. "Iran's main economic challenge is to lessen its dependence on oil", Abtahi said. "This issue figures prominently in the country's second five-year socio-economic and cultural development plan." Funded by UNDP, the study contains the latest statistics available in the country, the collection of which was in itself no mean task.

Such was the interest of the Government in the study, that Abtahi was asked to present its findings to a workshop that will be organized in conjunction with UNDP in April 2000. Participants in the workshop will include government ministers and representatives of UNIDO's donor and client countries.

African Industry 2000: The Challenge of Going Global

Every year on 20 November (or the working day closest to it), representatives of UNIDO's Member States get together with Secretariat staff to celebrate Africa Industrialization Day. The Day was designated by the General Assembly to focus world attention on the important role industry can play in the social and economic development of Africa and is celebrated simultaneously in New York, Geneva, Vienna and Africa. The theme of Africa Industrialization Day 1999 was "From Farm to Factory ... for a Better Future". As in the past, the United Nations Secretary-General sent a personal message, in which he pointed out "the growth rate of African cities is such that 25 years from now, over half the population of Africa will be living in cities". He called on UNIDO, together with FAO, UNDP and ILO, to coordinate efforts for a

more comprehensive approach to addressing all aspects of African industrialization, and referred to the important role that UNIDO had to play.

A highlight of the celebration in Vienna was the launch of a new UNIDO publication, prepared by Senior Industrial Development Officer Torben Roepstorff and his team, entitled quite simply *African Industry 2000: The Challenge of Going Global*. In a symbolic gesture, a picture of the publication's attractive cover was unveiled by the Secretary of the Libyan People's Bureau, Said Abdulaati Mohamed, in his capacity as Chairman of the African Group, and Managing Director Nilmadhab Mohanty, on behalf of the Director-General.

In his foreword, the Director-General describes the publication as an attempt to contribute to the understanding of the threats and opportunities facing sub-Saharan Africa at the turn of the century. Such an analysis and understanding of emerging issues will, he said, doubtless contribute towards enhancing the continent's share of the gains from globalization in the years to come.

African Leather

The most important ingredient of any UNIDO project is without doubt sustainability. UNIDO's technical assistance plants a seed that with careful and systematic nurturing by the client country will before very long grow into an important export earner.

The creation of ESALIA—the Eastern and Southern Africa Leather Industries Association—as part of the Organization's regional leather programme in Africa, will ensure that UNIDO's role in the development of the leather industries will continue long after the conclusion of the programme.

African Leather is a full-colour booklet produced in 1999 that describes the work UNIDO has undertaken to develop the leather industries in Ethiopia, Kenya, Malawi, Namibia, Sudan, Uganda, United Republic of Tanzania, Zambia and Zimbabwe. As the author points out, Africa rears 18 per cent of the world's livestock, yet accounts for a mere 3 per cent of the world's leather footwear production. Outdated technology, an unskilled workforce, poor product quality and inadequate market research have been some of obstacles to the entry of African leather goods on world markets, and these were also the problems addressed by UNIDO in the leather programme.

One of the national centres highlighted in the booklet is the Training and Production Centre for the Shoe Industry at Thika, Kenya. Not only has the Centre exhibited its finished products at international shoe fairs, but it has already found a niche in global markets. At the end of last year, the Centre received a contract to produce 25,000 pairs of its popular "African look" sandals for a company based in California, USA. These sandals owe their attractive ethnic look to the liberal use of cowry shells, locally produced beads and other decorative elements. The booklet also features leather produced at the Gomba tannery in Uganda from the skin of the giant Nile perch, demonstrating that with the right technology, ingenuity and assistance from organizations like UNIDO, developing countries can put waste to profitable use.

II

Special features

A central element in the transformation exercise was a rethinking of the way in which UNIDO services are delivered, while paying heed to special considerations emphasized by Member States. Chapter II illustrates ways in which the 16 service modules are included in the integrated programmes or how they complement UNIDO's integrated approach. The chapter also illustrates UNIDO's focus on Africa and least developed countries. Finally, examples of cooperation within the United Nations system and other organizations are provided.

A. Service modules

An important component of the transformation of UNIDO was the grouping of services into 16 service modules, reflecting the UNIDO approach in dealing with major concerns in industrial development. The refocusing aligned the programmatic focus of activities with the Organization's long-term goals of sustainable industrial development—the so-called “3 Es”: competitive Economy, productive Employment, and sound Environment. To varying degrees, the integrated programmes developed and initiated in 1999 combine these service modules, as illustrated in the following paragraphs, to meet the initial industrial development requirements of countries assisted by UNIDO. For a comprehensive list of the integrated programmes indicating service modules included, the UNIDO web site may be consulted (www.unido.org).

1. Industrial policy formulation and implementation

Policy as the cornerstone

Industrial policy and research efforts are spearheading the convergence of technical cooperation with the Organization's global forum function. This new orientation is reflected by integrating global forum activities, such as information assessment, analysis and diffusion, with technical cooperation provided through this service module, which was requested in most of the integrated programmes formulated during the year. The umbrella objective is to encourage good industrial governance by providing policy advice, facilitating public-private consultations, policy implementation, monitoring and auditing, and institutional capacity-building. While this area has faced a challenge in attracting donor financing, both Oman and the Russian Federation republic of Komi felt that industrial policy was sufficiently important to warrant self-financing of projects implemented by UNIDO. Komi is determined to build up its institutional capacity to improve industrial competitiveness and better integrate itself into the global market. A similar project has been designed as a component of the integrated programme of the Russian Federation republic of Bashkortostan.

2. Statistics and information networks

Networking to enhance information and knowledge

The increasing role of information and knowledge as a foundation for industrial growth and competitiveness has sharpened UNIDO's focus on collection and analysis of industrial information, knowledge products derived from this process and approaches to widespread dissemination of this information. The service module on statistics and information networks defined much of the Organization's activities in delivering such knowledge to client countries during the year and assisted countries to improve their own capacity to collect, process and provide information as knowledge products.

To support technical cooperation, an innovative approach was introduced using plant-level data to analyse the dynamics of SMEs. In response to a decision on the International Standard Industrial Classification of All Economic Activities (ISIC), a new classification of industrial activities was adopted. To facilitate a smooth transition, a processing system was installed ensuring that data are accessible under both the former and the new classification systems.

The UNIDO web site was redesigned to include the newest technological developments and to improve navigation and user friendliness. While the web site is used primarily to disseminate information, it is increasingly important for external users interested in identifying new business partners.

UNIDO assists Governments to improve their industrial governance operations by establishing information support networks. It also supports the establishment of commercial information centres to support SME information needs. Networking has been introduced in virtually all integrated programmes and has proven to be a considerable support in synergizing the activities of the various service modules within programme implementation.

3. Metrology, standardization, certification and accreditation

Compliance with standards leads to trade competitiveness

Significant progress was achieved in programmes featuring standardization, metrology, certification and accreditation as keys to competitiveness and efficiency in the global market. Notably, in Uganda—in parallel with the formulation of safety regulations and inspection standards—a laboratory was established and a methodology introduced to reduce fish contamination. Ten fish-exporting plants are now applying the methodology and have directly purchased pesticide analysis kits, over 1,000 tests have been carried out, and a certification procedure for the laboratory is being completed. The inclusion of this important module is a central component in the programmes for a number of other countries, including Ethiopia, Rwanda, Sri Lanka and Tunisia.

4. Continuous improvement and quality management

Industrial restructuring using quality principles

Under this service module, UNIDO assistance to Albania, Algeria, Romania and Sri Lanka helped local services to restructure and upgrade industries for enhanced competitiveness, and disseminated the UNIDO methodology and global experience on restructuring through training seminars. A major restructuring project for Albania and Algeria was to support the transformation of the industrial sector to the reality of market economy conditions. In Sri Lanka, a specific institutional mechanism was established to promote the use of computer-based information, benchmarking and continuous improvement tools to enhance industrial competitiveness. Significant progress was noted in Burkina Faso, where—following the training stage—enterprises have begun to implement recommendations for performance improvement; some plants have started to introduce good manufacturing practices and others are applying hazard analysis and critical control points.

5. Investment and technology promotion

Promoting international cooperation in investment and technology

The challenges of global competition underscore the importance of investment and technology promotion activities to create synergies and develop cooperation between countries, which are essential for developing countries and economies in transition. Implementing the strategic orientation introduced in 1998 to strengthen capacity-building and partnership development—as contrasted with just supporting promotional events—investment and technology expertise has been applied to, and is a key component of, UNIDO's integrated programmes. Innovation in investment and technology promotion is reinforced not only through UNIDO's tools and methodologies—reflecting the intrinsic linkage between investment and technology—but is further strengthened by the new Investment and Technology Promotion Network, which embraces a broad cross-section of industrial stakeholders. In addition, UNIDO's efforts in investment and technology promotion are conspicuous in single service module implementation, such as subcontracting and partnership exchanges and related programmes, including regional South-South centres, international technology centres and Investment and Technology Promotion Offices.

6. Environmental policy framework

Policies for sustainable growth

The first UNIDO-executed GEF-financed programme on water pollution control and biodiversity conservation of the Gulf of Guinea large marine ecosystem was successfully completed in 1999, with funding of \$6 million. An enormous effort was required to create a positive influence on the practice of sustainability, through workshops, symposia, consultations and outreach with key people in each of the participating countries (Benin, Cameroon, Côte d'Ivoire, Ghana, Nigeria and Togo), ranging from scientific and technical experts to agency heads and Ministers. In China, a major project commenced on industrial policies for key industries to promote sustainable development, with particular attention to the competitiveness of the automotive sector. An effective UNIDO approach to dealing with pollution at the provincial level, area-wide environmental quality planning, successfully applied in India, was completed in two provinces of Viet Nam. UNIDO will continue its technology transfer effort in one of these two provinces, Dong Nai, with support from the World Bank and will apply the approach in Ho Chi Minh City.

The adoption of a resolution by the General Conference on sustainable industrial development and another on GEF significantly strengthened UNIDO's mandate as a knowledge-based specialized agency in environment and energy.

7. Climate Convention and Kyoto Protocol

Methodologies, capacity-building, technology assessment for the Kyoto mechanisms

The primary “clients” for UNIDO services in this area have been the Parties to the Climate Convention and its Kyoto Protocol. Consequently, in 1999 UNIDO assigned priority to providing support to the “intergovernmental Convention process”. This will continue in the following year, as it is the Convention Parties themselves who will determine the appropriate role for intergovernmental entities in the Protocol implementation. As services under this module are progressively developed, activities and their timetable will conform to official decisions of the Convention Parties.

In support of Article 12 of the Kyoto Protocol, UNIDO completed its initial study on methodologies: Guidelines to support decision-making on baseline-setting and additionality assessment for industrial projects. It also completed the first phase of a regional programme for African industry, designed to generate proposals for clean development mechanism (CDM) capacity-building for submission to bilateral funding sources and GEF. The expert group meeting on industrial energy efficiency,

cogeneration and climate change held in December provided a forum for identifying barriers and opportunities in the effective deployment of energy-efficient technologies as greenhouse gas mitigation options in developing and transitional economies.

8 and 9. Energy efficiency and rural energy development

Energy: prerequisite to progress

In the field of energy in general and industrial energy efficiency in particular, UNIDO cooperated with UNDP in the formulation and implementation of a number of GEF-financed large-scale projects. UNIDO's sectoral specialization and its capability of supplying all project services were instrumental in Government and UNDP selection of UNIDO as a partner. In renewable energy technologies UNIDO is working with a number of centres of excellence. Based on long-term cooperation with China in small hydro power, the State Council of China in 1999 agreed to the establishment of a UNIDO international centre at Hangzhou. Secondary beneficiaries will be institutions in developing countries dealing with small hydro power, through which benefits will accrue to individuals and enterprises who will be provided with electric power from renewable energy production as a stimulus to development.

Examples of long-term cooperation involving the International Centre for Application of Solar Energy were a pilot project in Indonesia to capture methane for electricity generation, and the installation of stand-alone power systems in Malaysia. In the preparations of the Ad Hoc Interagency Task Force on Energy for the Committee on Sustainable Development Meeting on Energy and Transport that will take place in 2001, UNIDO services were called upon particularly for sector-specific requirements.

10. Cleaner production

Cleaner production for a cleaner world

A centrepiece of this service module, the national cleaner production centres programme was expanded in 1999 with the inauguration of new centres in Guatemala, Morocco and the Russian Federation. These are in addition to those in Brazil, China, Costa Rica, Czech Republic, El Salvador, Hungary, India, Nicaragua, Mexico, Slovakia, Tunisia, United Republic of Tanzania, Viet Nam and Zimbabwe. Moreover, funding was approved for the establishment of another three (Ethiopia, Kenya and Mozambique), while further work was undertaken for the establishment of a centre in Croatia. As the first sector-specific centre, the new facility in the Russian Federation represents a particularly significant advance, focusing in this case on the oil and gas industry. The funding base also continued to expand, with Italy and the Russian Federation joining the group of donors (Austria, Brazil, Czech Republic, Netherlands, Norway and Switzerland).

A regional cleaner production and information programme in the pesticide sector covering 15 countries in Asia and the Pacific was completed, resulting in banning the most persistent and toxic pesticides, the introduction of new environmentally friendly pesticide formulations, and the promotion of safe bio- and botanical pesticides. Another sectoral cleaner production programme in China will demonstrate oxygen pulping and bleaching of non-woody fibrous raw materials. The cleaner production and market development for sisal and henequen are progressing well in Kenya and the United Republic of Tanzania. Encouraging results of the ongoing project for improvement of fibre extraction from abaca in the Philippines have led to plans for its replication in Ecuador.

11. Pollution control and waste management

Towards a healthier environment

Based on the assumption that awareness-building is a key to environmental solutions, this module builds capacities to increase the awareness of the value of offering

pollution control services. It also provides advice on related waste management technology to enterprises. Activities range from an ongoing GEF-financed project on removal of barriers to the abatement of global mercury pollution from artisanal gold mining (Brazil, Indonesia, Lao People's Democratic Republic, Sudan, United Republic of Tanzania and Zimbabwe, with similar projects in Ghana and the Philippines) to a project under development in India for the removal of arsenic from drinking water. An industrial disposal site heavily polluted with toxic heavy metals and organic substances is being remediated by phytoremediation in Hungary. Within the framework of Agenda 21 in China, a project on municipal solid waste management systems, technical standards, treatment and disposal is being implemented in five selected cities. Similar waste management programmes are being pursued in several integrated programmes. Significant progress was achieved in an ongoing project in the Democratic People's Republic of Korea, with the delivery of the waste water ozonation treatment unit and completion of ozonation process training. In the same project, in the area of fertilizers, the absorption unit for nitric acid plants was approved, thereby reducing the nitrogen oxides discharge by half.

12. Montreal Protocol

Combating ozone depletion

UNIDO entered 1999 with a portfolio of some 100 investment, demonstration and non-investment projects amounting to more than \$55 million in 32 countries. During the year, the Multilateral Fund for the Implementation of the Montreal Protocol approved for implementation by UNIDO 132 projects at a value of \$36.6 million (excluding agency support costs) in 37 countries to eliminate 4,230 ozone depletion potential (ODP) tonnes. This represents a considerable expansion of the UNIDO programme both in terms of countries covered as well as value of ODP tonnes, compared to 1998. The sectors covered are aerosols, foam, fumigants (methyl bromide) refrigeration and solvents.

In fumigants, in which UNIDO has maintained its leading role in the elimination of the use of methyl bromide, at the end of 1999 UNIDO had 27 projects in 26 countries in soil fumigation and in storage and treatment of commodities, addressing both demonstration of technologies and phase-out of methyl bromide. Africa, as the second largest consumer of methyl bromide, continued to receive particular attention, and one third of UNIDO efforts in the fumigant sector address the concerns and needs of the region. Workshops were conducted in Greece and Venezuela on alternatives to methyl bromide. For the former, UNIDO was invited by the European Commission and the Government of Greece to present the Organization's experience in the phase-out in Article 5 countries. At the end of 1999 UNIDO was implementing under the Montreal Protocol 557 projects in 59 countries at an approximate value of \$197 million (excluding agency support costs). These activities correspond to a phase-out of nearly 24,000 ODP tonnes, of which 13,136 tonnes have already been eliminated.

13. SME policy framework

Policy measures to support small enterprises

The need for establishing an effective policy and institutional environment for promoting SMEs is reflected in a number of integrated programmes such as those for Bolivia, Cuba, Eritrea, Ghana, Guinea, Rwanda, Sudan, United Republic of Tanzania and Yemen. In Viet Nam, where the role of SMEs had been marginal, a UNIDO project has led to the recognition of the importance of SMEs for effective economic growth and social progress. It provided direct support to policy action aimed at improving the business environment for SMEs, as well as strengthening a network of existing providers of business development services. The joint initiative with OECD for transition economies—the Forum on Entrepreneurship and Enterprise Development (FEED)—brought together policy makers, experts and practitioners from Central and Eastern Europe and NIS to share experience and good practice in developing an

effective policy and institutional framework and well-targeted programmes for SME development. One of the major outcomes of the 1999 FEED was the joint UNIDO/OECD publication *Entrepreneurship and Enterprise Development in Transition Economies: Policy Guidelines and Recommendations*.

14. Policy for women's entrepreneurship development

Focus on gender issues

To promote productive employment and gender equality within the sector of small and micro industries, UNIDO has been providing capacity-building services and policy support to address the needs of women entrepreneurs. Programmes in the United Republic of Tanzania and Central America are producing substantial results in improving women's entrepreneurial skills in agro-based food processing to enable them to manage their own businesses. Both existing businesses and potential women entrepreneurs have benefited from support, business advice and training, while small enterprises were established or have expanded their activities. A programme initiated by UNIDO and the International Fund for Agricultural Development (IFAD) aimed at helping women in rural areas gain more control over their lives. The pilot project showed that entire villages benefit from a simple installation for processing agricultural products, accompanied by entrepreneurial skills development programmes for women and the establishment of an institutional support system. The experience gained led to the preparation of the manual *Multi-purpose village workshop: guidelines for implementation*. Through a joint initiative between UNIDO and UNCTAD a regional seminar on enhancing the participation of women entrepreneurs in economic activities, with special focus on LDCs, was organized in Burkina Faso.

15. Entrepreneurship development

For success in small enterprises

UNIDO addresses the needs of entrepreneurs in developing countries and in economies in transition by providing the specialized support they require. An important programme covering integrated support to the national private sector development programme is being implemented in Guinea. Among the 1999 achievements was the elaboration of a restructuring and action plan of the Chamber of Commerce and Industry which was adopted by its assembly. As a result of the work done, which was recognized as being of importance for decisions taken on reforms within the Chamber, consultations with donors for support to their implementation have been initiated. The first demonstration phase of the innovative UNIDO partnership programme in India was successfully completed. In the Philippines, a new project aims at enhancing the role of the private sector in conflict-affected Mindanao. Effective entrepreneurship development is expected to increase employment and income opportunities from which disadvantaged people will also benefit. UNIDO also continued to contribute to the work of the Committee for Donor Agencies for Small Enterprise Development, which develops guidelines based on best practice in the field of donor-supported business development services, by submitting two papers setting out its approach to creating business centres, as in the case of Romania, and its experience in SME cluster and network development in developing countries, as demonstrated by projects in Central America and the Caribbean region.

16. Upgrading agro-industries and related technical skills

Improving rural economies

The importance of the main services of this module (in food, leather, textiles and wood-processing technologies, and skill upgrading) became increasingly evident during the formulation of integrated programmes because they cover basic needs of developing countries. Virtually all integrated programmes include major or minor components of this module, although lack of specialist staff resulted in the real demand exceeding UNIDO's capacity to respond. Recognition of UNIDO's expertise in this field

is demonstrated by repeated requests for individual staff members to make key addresses at conferences, lecture in seminars and training courses and advise on sectoral programmes.

One feature has been the recognition of how agro-based sectoral inputs can combine with cross-sectoral activities—especially investment promotion, entrepreneurship enhancement and private sector development—to provide truly integrated services to Member States. The development of sectoral databases and links with knowledge management tools is expected to heighten internal integration trends.

B. Focus on Africa and LDCs

The economies of least developed countries (LDCs)—particularly those in sub-Saharan Africa—face serious challenges in the process of globalization, and the ongoing economic reforms have not yielded the expected levels of economic growth, investment or poverty reduction. Efforts to introduce economic reforms have been hampered by limited technical capacity in the public and private sectors to formulate and implement the requisite policies and strategies. Other key constraints to economic transformation and industrial expansion include:

- Weak economic governance;
- Lack of industrial response to stabilization measures;
- Weak institutional and physical infrastructure;
- Small domestic markets and limited access to regional and global markets;
- Slow pace of regional integration;
- Absence of a critical mass of competitive medium-sized enterprises and entrepreneurs.

In the light of these constraints, UNIDO integrated programme assistance to Africa and LDCs emphasizes institutional capacity-building for the enhancement of industrial competitiveness and private sector development. The basic philosophy is to give key stakeholders in industrial subsectors the basic tools to determine their own industrial development needs and priorities, and to assist them in defining and establishing their own comprehensive medium- and long-term industrial development agenda.

Recognizing the myriad of complex political, social and economic problems in the various countries, the approach to technical cooperation is to develop country-specific integrated technical assistance programmes, combining various UNIDO services, to address specific needs of Member States. Requests for assistance received in 1999 highlighted the constraints identified above, and UNIDO programmes have addressed accordingly a range of common subsectoral and cross-sectoral priorities. The main thrusts of activities were to accelerate the development of integrated programmes and to phase out old stand-alone projects; to provide support to funds mobilization efforts and to enhance UNIDO's global forum activities in Africa through new initiatives for strategic alliances with other development agencies or research institutions. Some key achievements can be reported:

Development of integrated programmes

- ❑ **Record number of integrated programmes:** In addition to the seven integrated programmes finalized in 1998, 13 integrated programming missions were launched in 1999, from which 9 programmes were finalized by December.
- ❑ For LDCs, 10 programmes were formulated in the biennium, including five in 1999 (Eritrea, Ethiopia, Mozambique, Sudan, Yemen).
- ❑ **Phasing out small projects:** With the successful phasing out of single projects in the pipeline, resource utilization for IDDA was radically revamped, with over 50 per cent used for integrated programmes.

Aggressive funds mobilization drive, including renewed partnership with UNDP

- ❑ **Proactive funds mobilization efforts:** Country-level donor round-tables were organized in Guinea, Uganda and United Republic of Tanzania.
- ❑ **Joint missions of team leader and funds mobilization group:** Round-tables were combined with visits by team leaders and funds mobilization team members to donor representatives. Funds mobilization missions were also undertaken to Ethiopia and Mozambique.
- ❑ **Strategic country-level partnership with UNDP:** Visits to UNIDO were arranged for 11 UNDP Resident Representatives/United Nations Coordinators to discuss country priorities and support for integrated programmes. There was direct involvement in the development of CCA and UNDAF documents for several countries, and in two cases (Ethiopia, Ghana) UNIDO Representatives chaired key task forces for the exercise.
- ❑ **Industrial partnerships and investment:** A conference on industrial partnerships and investment in Africa was convened at Dakar, Senegal, in October.
- ❑ **Review of Danish funds:** A successful review of the utilization of Danish funds for programmes in sub-Saharan Africa was completed during the third and fourth quarters.
- ❑ **Increase in technical cooperation approvals** for LDCs from \$4 million in 1998 to \$13.2 million in 1999, and for Africa from \$10.6 million to \$22.2 million.

Strengthened global forum activities through strategic partnerships with other institutions

- ❑ **New strategic alliances** with other development institutions: Discussions initiated with WTO resulted in an October meeting between the executive heads of UNIDO and WTO on the development of trade-related activities for LDCs. UNIDO and UNCTAD agreed to cooperate in the integrated programmes for selected African LDCs and to optimize existing resources and programmes such as the Asian-African Investment and Technology Promotion Centre, which covers some African LDCs.
- ❑ **New research linkage** for enhancement of global forum activities: A university linkage initiative was launched to strengthen UNIDO research on industrial development issues in Africa. A cooperation agreement was signed with the University of Oxford and includes funding for a two-year UNIDO research fellowship at the University's Centre for the Study of African Economies.

- ❑ **A new technical publication**—*African Industry 2000: The Challenge of Going Global*—was launched, highlighting UNIDO’s role as a clearing house for technical information on industrial development trends and challenges. It will serve as a major resource document for preparing programmes.

Enhanced advocacy and constituency building with clients and key stakeholders

- ❑ **Stronger country-level partnership, effective communication with clients:** Significant achievements were made in the establishment of stronger partnership with African industry leaders and policy makers. The biennium witnessed the participation of a large number of African Ministers in sessions of UNIDO policy-making organs, including the participation of two Heads of State in the General Conference. A record number of joint communiqués for technical cooperation were signed with African Ministers of Industry.
- ❑ **Direct dialogue with industry leaders:** A record number of missions to Africa were undertaken by senior management for direct dialogue with major clients in the public and private sector. These included high-level missions to eight LDCs.
- ❑ **Regional fora:** A summit on industrial development was held in Algiers as part of the thirty-fourth meeting of OAU Heads of State in August. UNIDO also collaborated with ECA and OAU in the organization of the Fourteenth Meeting of the Conference of African Ministers of Industry (CAMI-14) at Dakar, Senegal, in October, and hosted the first meeting of the Bureau of CAMI-14 in November as a parallel event with the General Conference.
- ❑ **Information dissemination and communication with clients:** The quality of the *Industrial Africa Newsletter* was improved and a circulation of 2,500 issues per quarter was achieved. A new web site for the newsletter was established.

Drawing lessons

A starting point in defining UNIDO’s unique regional approach in Africa was an analysis of the finalized integrated programmes which determined that UNIDO improved its capacity to:

- ❑ Integrate intervention strategies of other partners and competitors;
- ❑ Demonstrate UNIDO’s niche and unique approach;
- ❑ Address critical success factors for effective implementation;
- ❑ Develop effective ways of securing donor interest and support.

To regionalize this success, an analysis commenced in the area of quality, standardization and metrology (QSM). In this connection, an integrated regional programme was developed by December, with financial support from the European Commission and IDDA, for the West African Economic and Monetary Union (WAEMU) region by building on the individual QSM components of the integrated programmes (see box). A similar exercise is anticipated for the Southern African Development Community region and will include other components addressing identified constraints.

Assistance to West Africa in QSM

Based on UNIDO's expertise in quality, standardization and metrology, the European Commission enlisted UNIDO assistance in the preparation of a technical cooperation programme for the countries of the West African Economic and Monetary Union. Against the background of more stringent technical regulations for trade in food safety and pesticide residues, the programme offers considerable potential to strengthen the quality and standardization infrastructure in seven countries (Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, Senegal, Togo), thereby enhancing their ability to meet EU standards.

C. System-wide cooperation

In the context of reform and refocusing of the multilateral system, a pillar of the UNIDO transformation is cooperation with other organizations, particularly within the United Nations system. Continuing the trend established during the previous year, additional agreements were signed in 1999, while the Organization at the same time accrued significant experience in actual collaboration. A number of constraints were encountered in realizing the full potential of cooperation with other organizations, owing in particular to the far-reaching agenda implied by some agreements, despite the supportive spirit that generally prevails. Other difficulties arose from the insufficiency of financial resources.

To varying degrees, cooperation with other organizations—both within the United Nations system and elsewhere—is an integral part of virtually every UNIDO activity. At its most formal level, collaboration can be the very essence of a programme, as in funding a UNIDO development activity by a multilateral funding institution. At the opposite end of the spectrum, it can take the form of an ongoing relationship with ad hoc in-kind contributions to or from the partner organization. The experience of 1999 typically demonstrated activities ranging from meetings and publications to joint technical cooperation programmes. Significant results were yielded in a number of cases. Increasingly, UNIDO inputs are requested based on demonstrated sectoral specialization, as in the case of cooperation with UNDP in the formulation and implementation of GEF-financed projects.

United Nations Development Assistance Framework

UNIDO's integrated programmes and field-level emphasis have endowed the Organization with highly appropriate means to contribute to the UNDAF process, which is a direct response to the Secretary-General's reform programme and a key mechanism in developing a common system framework. UNIDO Representatives serve as country-level focal points for the UNDAF exercise and as members of United Nations country teams. They also participate fully in United Nations country-level meetings in the development of various system-wide approaches and play a critical role in the preparation of common country assessments. UNIDO has provided substantial inputs into the finalization of draft CCAs and the UNDAF guidelines. During the process of development of its integrated programmes, UNIDO ensures coherence and integration with UNDAF and the United Nations Special Initiative for Africa exercises. In 1999 UNIDO was engaged in the UNDAF process at the country level where no integrated programmes had yet been developed.

The following examples from 1999 provide an indication of the range and form of UNIDO cooperation with other organizations.

- ❑ Cooperation with the **Common Fund for Commodities** can be illustrated by the approval of a new project on jute for Bangladesh.
- ❑ UNIDO contributions to the work of the **Committee for Donor Agencies for Small Enterprise Development** included preparing two papers setting out the UNIDO approach to creating business centres.
- ❑ Based on UNIDO's expertise in quality, standardization and metrology, the **European Commission** enlisted UNIDO assistance in preparing a technical cooperation programme for the West African Economic and Monetary Union countries.
- ❑ UNIDO participation in **GEF** climate change programmes increased. The adoption of a resolution on the subject by the UNIDO General Conference underscored the importance of GEF for technical cooperation in industrial development as well as the comparative advantages of UNIDO for GEF.
- ❑ In addition to the **National Oceanic and Atmospheric Administration** of the United States Department of Commerce, cooperation has been developed with the **Centre for Coastal and Marine Sciences** within the Natural Environment Research Council, Office of Science and Technology and the United Kingdom Department of Trade and Industry.
- ❑ A presentation at UNIDO by the President of the **Inter-American Development Bank** offered a historical overview of the development process in Latin America, its current achievements and shortcomings, and future plans.
- ❑ With the objective of developing and promoting industrial utilization of agro-wastes through radiation and biotechnology, cooperation with **IAEA** included inputs to a regional expert advisory group meeting at the Malaysian Institute for Nuclear Technology Research.
- ❑ In tandem with the **International Centre for Science and High Technology**, a significant technology foresight initiative was launched for Latin America and the Caribbean.
- ❑ An initiative with the **International Fund for Agricultural Development** to assist rural women in food-processing activities led to the preparation of the joint manual Multi-purpose village workshop: guidelines for implementation.
- ❑ UNIDO became a member of the group Standards Actions in the Global Market Forum, launched by **ISO** in 1999 and comprising 11 international organizations representing the private and governmental sectors with an interest in standardization.
- ❑ The year marked the culmination of an initial five-year cooperation with the **Japanese Standards Association** to create more widespread awareness of the concept and application of total quality management among ASEAN countries.
- ❑ The publication of the UNIDO/OECD study *Entrepreneurship and Enterprise Development in Transition Economies* was the result of long-term collaboration on policy guidelines and recommendations established by the Forum on Entrepreneurship and Enterprise Development. A further joint activity resulted in the development of a computerized system for environmental impact assessment in biotechnology (biosafety).

- ❑ The interagency programme on capacity-building support for clean development mechanisms features cooperation with **UNDP**, **UNEP** and **UNCTAD**, with the **United Nations Framework Convention on Climate Change** as overall coordinator and facilitator.
- ❑ The All-India Seminar on Bamboo Development was the first step of an initiative for the Government of India Bamboo Development Plan. The seminar featured technical and coordination support from **UNDP**, **FAO** and the **International Network for Bamboo and Rattan**.
- ❑ UNIDO participated in an **UNCTAD** team of experts for the preparation of an investment and innovation policy review for Ethiopia. Cooperation on enterprise development programmes in selected countries was initiated. A joint regional seminar on enhancing the participation of women entrepreneurs in African economic activities was held in Burkina Faso.
- ❑ Implementation of the 1998 Memorandum of Understanding with **UNEP** was initiated in 1999 through signature of three technical annexes: two on coordination of the joint programme for national cleaner production centres and the third on cleaner technologies in artisanal gold mining.
- ❑ An internal exercise in investment and technology promotion aiming to create a new working culture and to adapt staff skills to rapidly evolving external realities benefited from a session held in cooperation with **WIPO** on quality control and electronic commerce.
- ❑ Discussions initiated with **WTO** on the joint development of trade-related activities for LDCs resulted in an October meeting between the executive heads of the two organizations.

South-South technology transfer

More than 70 managers of R and D institutes, entrepreneurs and policy makers from nine African countries and India met to forge partnerships for the production of alternative materials for low-cost housing. By the end of the event, organized under the auspices of the International Centre for Advancement of Manufacturing Technology, participants had signed some 45 contracts and five memoranda of understanding and had initiated discussions on the purchase of licenses for equipment production.

III

UNIDO performance management and measurement

UNIDO's performance management system has been developed to provide feedback and lessons learned to enable management and stakeholders to assess and take remedial actions for the continuous improvement of efficiency, effectiveness and impact.

Performance is monitored internally and externally. Internal factors such as administrative, financial and process efficiency are measured for management feedback. Externally, service development, implementation efficiency, effectiveness and impact—including client satisfaction—are measured to ensure the quality of services provided. There is continuous monitoring of performance, for example with respect to how UNIDO complies with its mandates and Business Plan, manages its resources and implements its processes.

Core processes dealing with integrated programmes involve setting up teams that are responsible for identifying, formulating and implementing UNIDO services in an integrated and need-based fashion. The quality of integrated services is measured against established criteria covering the efficiency of the programme development phase; the quality of programmes developed; the efficiency and effectiveness of implementation; results produced and impact in the beneficiary countries.

Of particular importance in the integrated programming approach is monitoring external factors that may prevent UNIDO from producing planned results. External factors may include the payment by Member States of their assessed contributions, and—more importantly—the availability of extrabudgetary funds.

The present chapter reviews the progress achieved in developing and implementing the components of the integrated performance management and measurement system. The chapter also provides a quantifiable measurement of UNIDO performance in 1999 in terms of technical cooperation delivery and approvals.

A. Integrated programme performance highlights

Integrated programmes have now entered the mainstream of UNIDO technical cooperation activities and continue to follow the four key guiding principles set out in the annual report for 1998, namely that they should be demand driven, demonstrate local ownership and sustainability, provide multidisciplinary solutions and have an impact on competitiveness, employment and environment. Ownership of the programme at the country level is essential to its success and this has meant getting key actors involved from an early stage. Regular dialogue with local stakeholders has also ensured that UNIDO support is linked to countries' national development strategies and priorities. Attention to the agenda of the United Nations system, in particular the common country assessment and the United Nations Development Assistance Framework, has led to a fair balance among economic, employment and environmental considerations and, together with the involvement of potential donors in the process from the outset, has facilitated the mobilization of funds. Inside UNIDO, working in teams has provided both an opportunity to develop comprehensive solutions to identified problems and a challenge to established methods of work.

Guidelines for the formulation of integrated programmes were introduced in June and an addendum on resource mobilization in November. Responsibility for coordinating the formulation of integrated programmes has now been transferred from the Executive Office to the Regional Bureaux.

Status of programmes

At the end of 1999 there were 29 ongoing programmes, a further 3 approved, 10 being finalized and 4 under development. For these 46 programmes, although the coverage has been extended to all regions, the focus remains on Africa where there are now 15 programmes, with 9 in the Arab region, 7 in Asia and the Pacific, 9 in Europe and NIS and 6 in Latin America and the Caribbean. Of the total, 14 programmes are in LDCs. Preparatory missions have been introduced in cases where the strategic framework for UNIDO assistance was still unclear and have provided a useful check, in particular with regard to the optimum timing and/or focus of programmes in some countries.

UNIDO integrated programmes have on average 4.5 components, 25.3 outputs and an average budget of \$6.2 million. Major cross-cutting themes are agro-based industries, competitiveness, SMEs and micro-, small and medium enterprises and the private sector, the main combination being competitiveness and agro-based industries.

Funding remains a major challenge. At the end of 1999 the 29 ongoing programmes had a total budget (including support costs) of \$212,415,000, of which 14 per cent was funded (with an additional 7 per cent announced). It appears that the Uganda programme may be the first to obtain full financing of the original amount. Integrated programmes are living documents and adjustments are required to take changing circumstances into account.

Preliminary achievements

Instead of a number of isolated and relatively small projects, UNIDO support is now packaged as a programme with well-defined linkages among its different components; this packaging has resulted in a greater sense of ownership at the country level. At the end of the first year of implementation, reports from some of the pilot programmes in sub-Saharan Africa indicate that they have been instrumental in fostering cooperation among national stakeholders (government, private sector, NGOs, support institutions).

The initiative of some field offices to hold regular meetings with the local donor community has also contributed to the catalytic effect of the programme. National ownership has also reportedly been strengthened by extensive use of participatory workshops to discuss and endorse proposals. Innovative cooperation arrangements have been established with various NGOs, universities and bilateral programmes. UNIDO Investment and Technology Promotion Offices are also now actively involved in the implementation of the programmes.

A preliminary analysis of compliance with the Business Plan, based on a comparison with the year 1996, shows a significant rise in the focus on Africa and LDCs, agro-related industries, SMEs, women, policy advice, institutional capacity-building and the environment. The only area where a decrease has been registered is in inter-country cooperation, partly due to the fact that proposals for regional programmes were held pending during 1999. An addendum to the guidelines on regional integrated programmes is, however, ready for approval. A companion analysis of the impact of UNIDO's transformation on its technical cooperation processes also demonstrates that the preparation of programmes and projects is now more cost-effective with a quicker response to country needs, greater cooperation among branches and more comprehensive services provided.

Accompanying actions

A two-day seminar was convened in October to exchange views with recipient and donor countries on the complexities involved in integrated programming and to discuss progress and lines of action for resource mobilization. Efforts have been made to engage potential donors right from the start of the programming exercise and several have already accepted the invitation to participate in field missions. Similarly, some recipient countries have sent their representatives to Vienna to take part in programme finalization. Recipient countries have also recognized that funds mobilization must be a common effort.

UNIDO has re-established close links with UNDP by inviting two groups of Resident Representatives to Vienna to discuss cooperation opportunities identified during the programming missions and to exchange views with senior management and staff. A briefing and exchange of views was also organized with UNIDO Representatives at Headquarters during the General Conference.

Continuous improvement

Work is under way to establish a monitoring system that would facilitate the coordinating task of team leaders, standardize reporting requirements and supply the information needs of management. During 1999, a consistent approach across the Organization was ensured by the introduction of weekly meetings of team leaders, where solutions to common problems could be found and reporting formats debated.

Two tools have been developed to facilitate the compilation of comparative data on integrated programmes. In the interest of transparency and to encourage self-assessment by teams, these tools have been widely distributed. The first assesses the extent to which programme documents reflect 11 key parameters that form the core of the UNIDO approach to integrated programmes. Results are then shown on a radar graph. By comparing graphs, the strengths and weaknesses of individual programme documents are easily visible and common weaknesses in programme documents can be identified and appropriate action taken. The second tool attempts to analyse potential performance based on seven criteria that may be expected to influence the results (impact) of the programme at the level of the target beneficiaries. These criteria are

scored and the total can then be plotted against funding prospects on a scatter diagram to provide information in a compact, visual format for decision-making.

Interim quality reviews are also being introduced to provide management and teams with an independent assessment of the implementation process and recommendations on how to improve it. These reviews will focus on issues of compliance with planning documents, with established guidelines, rules and procedures and with principles of teamwork in Headquarters as well as on country-level coordination.

**Table 1. Status of approved integrated programmes
As of 31 December 1999
(In US\$)**

| <i>Region</i> | <i>No.</i> | <i>Programme</i> | <i>Programme total*</i> | <i>Approvals</i> |
|--------------------------------|------------|------------------|-------------------------|------------------|
| Africa | 1 | Burkina Faso | 4,086,210 | 1,951,389 |
| | 2 | Cote d'Ivoire | 7,702,300 | 472,851 |
| | 3 | Ethiopia | 10,287,790 | 5,286,977 |
| | 4 | Ghana | 6,923,000 | 724,540 |
| | 5 | Guinea | 4,795,500 | 676,452 |
| | 6 | Mozambique | 9,228,500 | 2,074,670 |
| | 7 | Rwanda | 7,370,900 | 1,191,201 |
| | 8 | Senegal | 9,200,000 | 1,383,000 |
| | 9 | Uganda | 5,818,500 | 2,484,942 |
| | 10 | UR Tanzania | 7,724,100 | 2,307,502 |
| Arab | 11 | Algeria | 10,126,000 | 1,344,018 |
| | 12 | Jordan | 5,422,750 | 0 |
| | 13 | Morocco | 10,720,000 | 1,340,000 |
| | 14 | Palestine | 5,691,269 | 1,004,256 |
| | 15 | Saudi Arabia | 1,933,500 | 0 |
| | 16 | Sudan | 5,800,000 | 422,000 |
| | 17 | Tunisia | 5,812,000 | 68,000 |
| | 18 | Yemen | 3,221,100 | 100,000 |
| Asia and Pacific | 19 | India | 300,000 | 283,744 |
| | 20 | Sri Lanka | 14,576,200 | 2,345,900 |
| | 21 | Thailand | 5,994,300 | 102,124 |
| Europe and NIS | 22 | Armenia | 2,647,700 | 222,478 |
| | 23 | Russia/Bashk. | 4,784,000 | 109,700 |
| | 24 | Russia/Fed. | 4,240,500 | 250,000 |
| | 25 | Russia/Moscow | 3,254,720 | 60,000 |
| | 26 | Russia/St. Pet. | 4,260,850 | 100,000 |
| | 27 | Tajikistan | 2,851,965 | 0 |
| Latin America and Caribbean | 28 | Bolivia | 6,280,200 | 305,500 |
| | 29 | Colombia | 1,553,000 | 85,000 |
| | 30 | Cuba | 5,594,000 | 278,101 |
| | 31 | Guatemala | 11,421,700 | 1,504,468 |
| | 32 | Honduras | 8,774,300 | 18,000 |
| TOTAL | | | 198,396,854 | 28,496,813 |

* Excluding support costs.

B. Performance indicator system development

A system of performance indicators facilitates the assessment and oversight by Member States of UNIDO performance with special reference to the Business Plan, thereby facilitating the efforts of the Secretariat to improve its efficiency and impact.

The 1998 Annual Report provided a simple framework used to facilitate a broad assessment to answer three questions: What does UNIDO do? What are the results? and How much does it cost? Progress made in 1999 in establishing and applying a system of performance indicators included a number of specific developments:

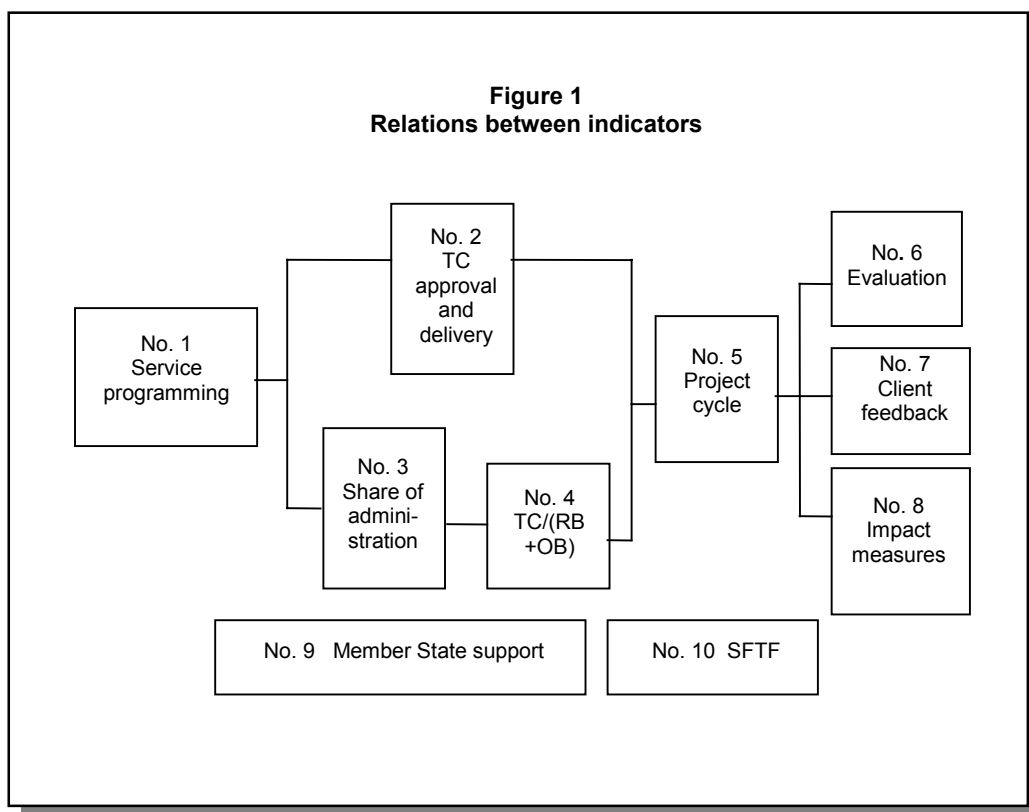
- ❑ In conjunction with the preparation of the programme and budget proposals, 2000-2001, a number of organization-wide performance indicators were developed. These have been updated to cover 1999 and are shown in appendix O.
- ❑ For internal management purposes, an integrated monthly financial performance reporting system was started using some 30 interlinked programmatic and financial indicators. These are useful for target-setting, monitoring and implementation control of UNIDO services.
- ❑ In March, UNIDO participated in a high-level meeting of CCAQ, at which the issue of performance indicators and results-based budgeting (RBB) were discussed. In August, UNIDO reported to CCAQ (FB) on its efforts to introduce performance indicators. In connection with RBB, efforts are under way to define performance indicators for substantive programmes based on the programme and budgets.
- ❑ In late 1999, a system of rapid assessment of completed projects and programmes by UNIDO Representatives in the field was finalized for pilot testing in early 2000 and for future application to integrated programmes. This represents the first “ex-post evaluation” system to assess sustainability and impact of UNIDO projects on a regular basis.
- ❑ Particularly important is the development of performance and impact indicators to facilitate assessment by team leaders and management of the effectiveness and impact of the integrated programmes. These indicators will provide evaluators with performance standards against which actual performance can be measured and verified.

A selection of 10 performance indicators are provided in appendix O, which reflect UNIDO performance in a number of specific areas. To facilitate comparison, data for previous years are included where available. Care should be exercised in comparison with data for years prior to 1999, owing to changes in the UNIDO portfolio of projects arising from the Business Plan and the integrated programmes.

Figure 1 below shows the interlinkages of the 10 selected indicators.

It should be reiterated that the establishment of indicators to assess UNIDO performance is difficult both conceptually and technically. Despite the obvious difficulties, UNIDO is committed to designing and using performance indicators both at the corporate level and the programme level, and will strive to achieve maximum “value for money”. UNIDO seeks to add value and generate more impact than the limited resources at its disposal would imply.

Various indicators suggest that the performance of UNIDO is improving in terms of efficiency and effectiveness. Funds available are increasing, though in a modest manner. Downsizing and refocusing of its activities have been completed.



C. Internal oversight and evaluation

In March 1999 the audit and evaluation functions were merged to create the Office of Internal Oversight and Evaluation. This allows better coordination of the activities of the Office, which cover the three core performance dimensions of economy, efficiency and effectiveness for both regular budget and technical cooperation activities. Among the benefits is an Intranet database on lessons learned, which was developed during the year. The on-line availability of these lessons is expected to assist UNIDO staff in continuously improving their services in all performance dimensions.

Internal oversight

UNIDO's internal oversight function covers a broad spectrum, from management control systems to observance of regulations and liaison with the External Auditor. Moreover, the coordination function covers the Secretariat's relation with the Joint Inspection Unit.

In 1999, UNIDO produced 49 internal oversight reports or studies, which varied considerably in scope. Numerous reviews were conducted in response to management inquiry or observations during periodic tracking of UNIDO operations. These short studies do not always result in specific recommendations. They are intended as inputs into the decision-making process. During the year, 29 such reports were provided to the Director-General (17 for information or clarification and 12 pointing out deficiencies in control mechanisms). One possible conflict of interest at the Committee on Contracts was communicated to a manager for clarification.

In general terms, audits are planned events conducted routinely to: (a) review the reliability and integrity of financial and operating information; (b) review the systems established to ensure compliance with policies, plans, rules, regulations and other administrative instructions; and (c) appraise the economy and efficiency with which resources are employed. Audit activities involve a systematic process resulting in recommendations to remedy deficiencies or improve performance. During 1999, seven audit reports were issued: one on a technical cooperation project, five on finances or management and one on procurement.

Investigations are carried out following specific allegations involving possible violations of regulations, rules and other pertinent administrative issuances, on misconduct, mismanagement, waste of resources and abuse of authority. The four investigations conducted in 1999 related to one technical cooperation project, two Headquarters activities and one field representation. All reports are communicated directly to the Director-General with recommendations derived as lessons learned for posting on the Intranet. After review and clearance by the Director-General, the reports are further discussed with the offices concerned.

Comments are provided mainly following requests by the Director-General on various issues. In 1999, a total of nine audit comments were provided to the Director-General on organizational issues.

Evaluation

Evaluation of technical cooperation was influenced by shifting from stand-alone projects to integrated programmes. While evaluation of stand-alone projects continued with gradually declining numbers of self-evaluation reports (table 2), the Organization is working on a system for monitoring and rapid assessment of integrated programmes. In 1999, intense attention was given to completion of the thematic evaluation on the development and transfer of technology.

UNIDO's Office of Internal Oversight and Evaluation continued to manage and participate in evaluation of stand-alone programmes and projects, excluding those implemented under the Montreal Protocol, which has its own evaluation system.

As the most objective tool for assessing project quality and deriving lessons learned, the independent in-depth evaluations have maintained their role in the system. The share of mid-term evaluations increased from 40 per cent in 1997 to 50 per cent in 1999, which is a positive trend that needs to be further strengthened since it allows for timely management corrections. Only one in-depth evaluation a posteriori was conducted in 1999, as project budgets do not provide for such evaluations.

The declining numbers of self-evaluation reports reflect a trend that is based on decreasing numbers of stand-alone projects and an increasing share of nationally-executed projects, which are not subject to UNIDO's evaluation.

Table 2. Number of evaluations, 1997-1999

| | 1997 | 1998 | 1999 |
|---|------|------|------|
| Self evaluations (progress, terminal reports) | 183 | 125 | 50 |
| Independent in-depth evaluations | 18 | 9 | 17 |

Statistical analysis of qualitative aspects of evaluated projects is based on data derived from all evaluation reports.

Performance indicators of production of outputs and achievement of the purpose (effectiveness) indicate significant improvements in comparison to projects evaluated in 1997.

Out of 538 and 313 evaluated outputs in 1998 and 1999 respectively, more than 70 per cent were perceived as planned or better (in both years) as compared to 60 per cent in 1997. The 1999 evaluation results also indicate considerable improvement in effectiveness (achievement or likelihood of achievement of the purpose), with the best indicators achieved during the last five years.

Table 3. Performance assessment (effectiveness)
(Percentage)

| | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 |
|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| More than planned | - | - | - | 2 | 4 | 7 |
| As planned | 26 | 46 | 54 | 44 | 44 | 59 |
| Almost as planned | 39 | 25 | 23 | 23 | 37 | 24 |
| Subtotal | 65 | 71 | 77 | 69 | 85 | 90 |
| Less than planned | 30 | 23 | 15 | 27 | 10 | 7 |
| In trouble | - | - | - | 4 | 2 | 1 |
| Subtotal | 30 | 23 | 15 | 31 | 12 | 8 |
| Undetermined | 4 | 6 | 8 | - | 3 | 2 |

This trend is supported by the satisfaction expressed by those clients which responded to a client feedback questionnaire (see table 4). Client response remains at a similar level to 1997 (36 per cent). However, the total number of questionnaires sent to clients decreased, since the number of completed projects has fallen.

Table 4. Client feedback on UNIDO services, 1998-1999
(92 questionnaires sent)

| <i>Client overall assessment</i> | <i>Reports received</i> | |
|----------------------------------|-------------------------|-------------------|
| | <i>Number</i> | <i>Percentage</i> |
| More than expected | 6 | 18 |
| As expected | 23 | 70 |
| Less than expected | 4 | 12 |
| Total | 33 | 100 |

Thematic evaluation

With financial support from the Netherlands and Switzerland, a thematic evaluation of UNIDO activities in the development and transfer of technology was completed and reports issued on each of the subprogrammes, with a separate report covering common issues and conclusions:

- ❑ UNIDO/UNEP national cleaner production centres;
- ❑ Technology centres;
- ❑ Technology business incubators and technology parks;
- ❑ Transfer of technology on subcontracting;
- ❑ Information services in support of development and transfer of technology;
- ❑ Common issues and conclusions.

D. Aggregate statistical analysis

Technical cooperation started to recover in 1999 from the low of 1998 caused by the 20 per cent budget reduction and by major transformation processes. Total technical cooperation delivery increased to \$83.5 million from \$81.1 million (figure 2). More significantly, the approval level increased to \$81.6 million from \$57.1 million, or by 43 per cent.

Among regions, the Asia and the Pacific region continued to be the largest recipient of UNIDO technical cooperation with a share of 47 per cent. Africa remained the second largest beneficiary of UNIDO services with a share of 26 per cent. This included the share of sub-Saharan countries, amounting to 22 per cent. While the weight of Latin America and the Caribbean grew to 13 per cent, the share of Europe and NIS decreased slightly (figure 3).

The analysis of UNIDO technical cooperation delivery of 1999 in accordance with the World Bank classification system reveals that two thirds was directed towards low-income economies, and one third to middle-income economies (figure 4).

In terms of sources of funds, the weight of technical cooperation delivery under the Montreal Protocol continued to increase (42 per cent from 41 per cent in 1998) (figure 5). While there was a visible decrease in the share with regard to UNDP and trust funds, the weight of the Industrial Development Fund (IDF) increased from 21 per cent to 23 per cent in 1999.

The composition of project components was largely influenced by Montreal Protocol activities and remained basically unchanged from 1998. The share of subcontracts rose to 39 per cent (35 per cent in 1998) at the cost of the equipment component, which decreased from 20 to 18 per cent. The share of fellowships and training continued to decline (figure 6).

The analysis of technical cooperation delivery of 1999 in accordance with the Business Plan priorities shows that the share of environmentally sustainable industrial development/international protocols was the highest (41 per cent) followed by environmentally sustainable industrial strategies and technologies (15 per cent), promotion of investment and related technology (16 per cent) and agro-industries (9 per cent) (figure 7). The delivery pattern basically followed the approval pattern of the preceding year.

The acceleration of technical cooperation delivery and—more significantly—of approvals, was achieved although UNIDO had to devote a significant portion of its capacity to the development of integrated programmes—another sign of successful transformation.

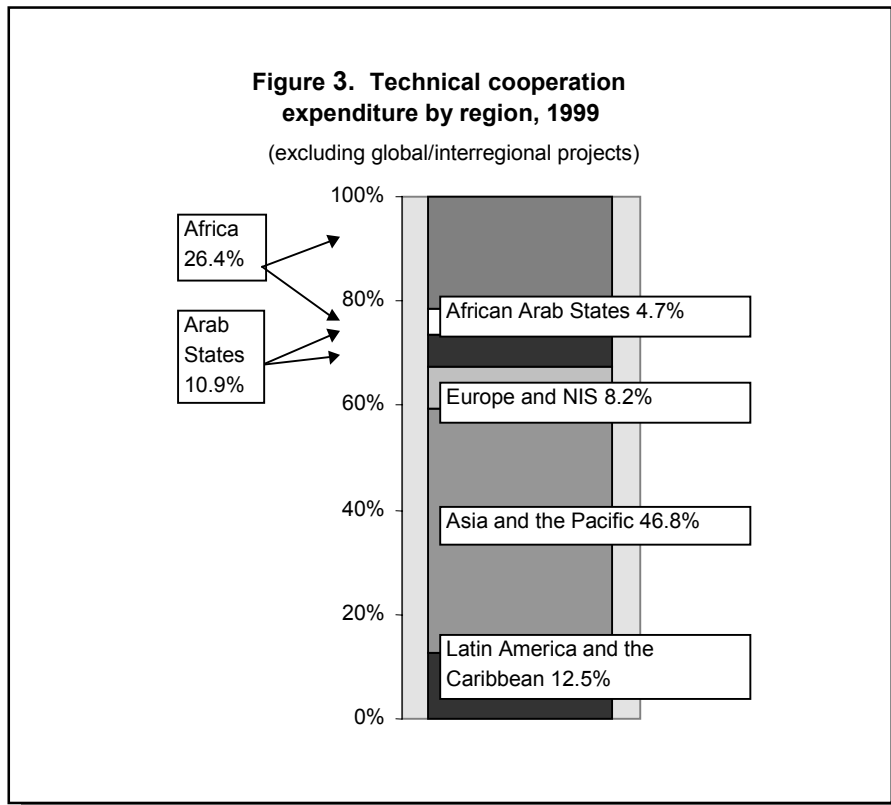
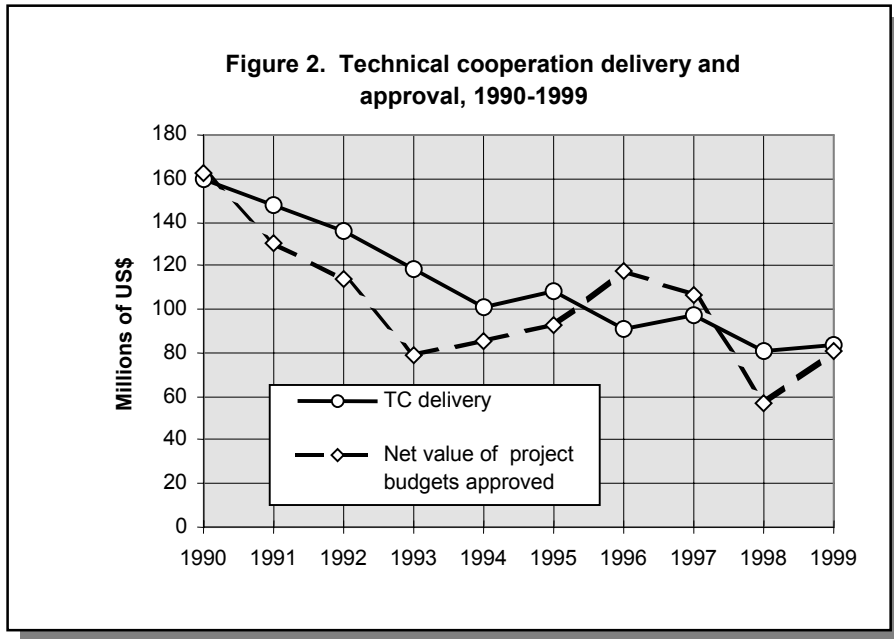


Figure 4. UNIDO technical cooperation delivery, 1999 by World Bank classification

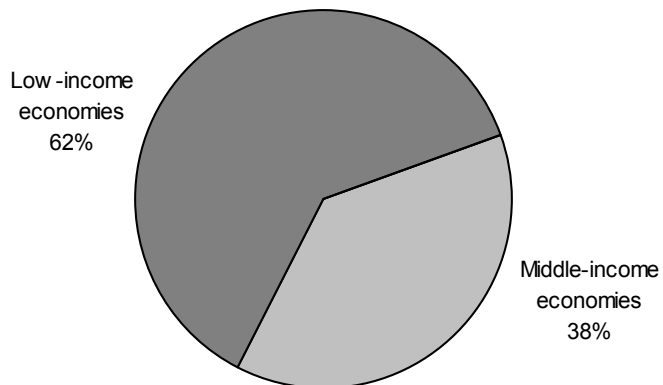


Figure 5. Technical cooperation expenditure by source of funds, 1999

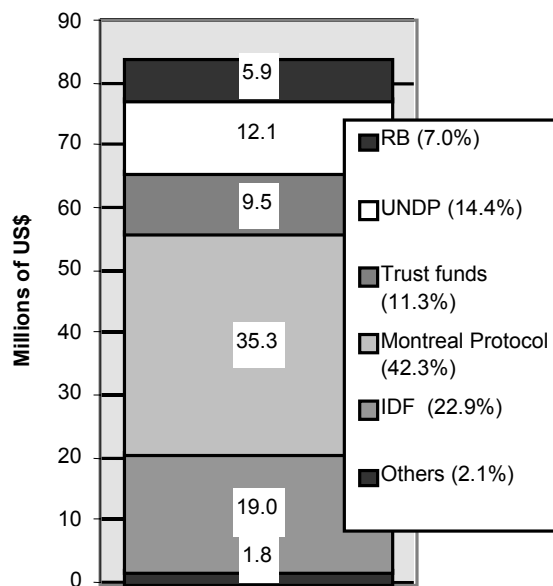


Figure 6. Technical cooperation expenditure by project component, 1999

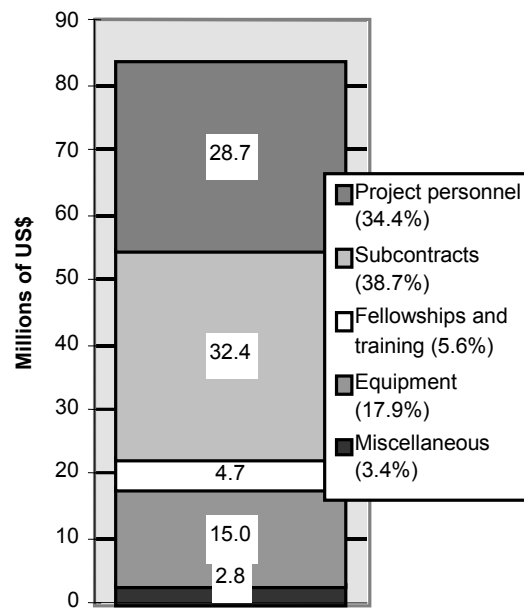
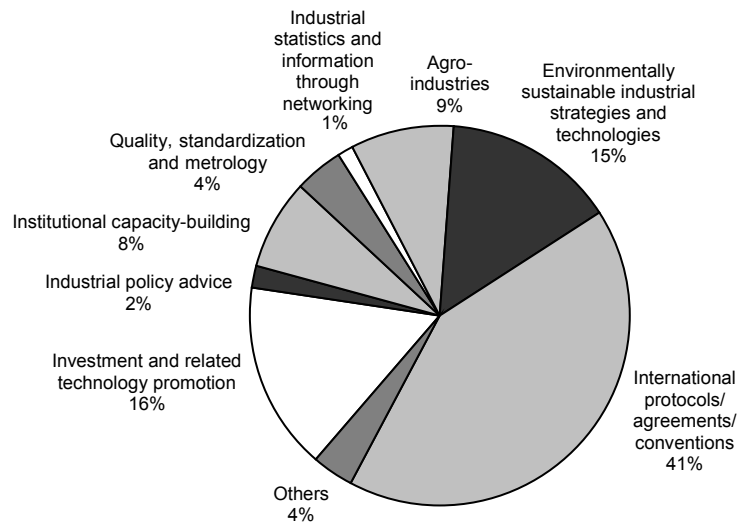


Figure 7. Technical cooperation delivery by Business Plan priorities, 1999



E. Mobilization of financial resources

The large number of integrated programmes formulated as a centrepiece of UNIDO transformation in 1998 and early 1999 entailed a considerable investment in terms of staff time in their development and initial identification of approaches. Building on that experience, significant funds mobilization for these programmes could begin in mid-1999. Thus the total volume of funds mobilized for technical cooperation activities in 1999 was considerably higher than the very low level realized in the previous year. Including net changes to ongoing projects, UNIDO approved projects and revisions with a net value of \$81.6 million, as compared with the \$57.1 million reported in 1998—a 43 per cent increase.

Government contributions through IDF showed an increase of some 50 per cent over the low level of 1998, increasing from \$15.1 to \$22.4 million, also exceeding the 1997 level by \$5 million. While an important part of IDF contributions continues to be aimed at investment promotion in relation to the existing network, other areas that attract important funding are environment, SMEs and quality. In the area of environment, new commitments for establishing national cleaner production centres were made for Ethiopia and Mozambique (funded by Italy) and Morocco (funded by Switzerland). In Ethiopia, a major project on environmentally sustainable industrial development was funded by the Netherlands and one on energy efficiency was financed by Austria. In the area of private sector and SME development, Austria made major new contributions for Ethiopia, and Italy for Algeria and Uganda. Belgium contributed additional funds for food quality activities in Africa, and Italy made a large contribution to Algeria for quality improvement. The distribution of IDF and trust fund approvals by region and subject is shown in appendices B and C.

Other funding groups also showed increases. Under the trust fund mechanism, contributions sharply increased from \$6.5 million to \$14.8 million. Major contributors were Italy for the International Centre for Science and High Technology, and Japan, which made various contributions to selected integrated programmes. Approvals under the Montreal Protocol increased from \$24.5 million in 1998 to \$31.9 million in 1999. Approvals declined in the category UNDP-financed projects only, to a level even below that reached in 1998, at just \$6.8 million.

The major development in 1999 was the effective start of funds mobilization for the integrated programmes. This represents an important shift from the traditional approach, where a series of mainly stand-alone projects were submitted to and discussed with various potential donors based on their priorities. The integrated programmes comprise a number of interrelated but different components prepared by UNIDO and sent to Member States. While Member States in general, and donors in particular, have expressed strong support for the integrated programmes, the experience of 1999 shows that current submission-selection-consultation-approval processes are in most cases not well suited to their approval procedures. Notably, the initial distribution to Member States of information on the programmes in November 1998 and June 1999 as well as the presentation of individual programmes in October 1999 in Vienna and Dakar elicited almost no response.

One explanation of donor reluctance may be related to misunderstandings about the modalities of funding integrated programmes. Funding of selected programme components in line with a donor's priorities, based on a detailed project document, continues to be the preferred funding modality. In those cases, the integrated programme provides the donor with much more relevant information than in the past, as the overall context and planned complementary activities are also described. Furthermore, the chances for success and impact of a component are greatly enhanced

due to the strength of the overall programme. In addition to this traditional modality, donors now have the option to contribute to a specific programme (country) in a more flexible manner, or to a region, or even to a service module. This allows UNIDO to allocate funds to the areas of greatest need, but within the programme(s), thereby maintaining the identity of the funds and the geographical or thematic targeting required by some donors or funds.

A major strength of the integrated programmes is the integration and the synergy resulting from the implementation of mutually reinforcing components within an overall plan as well as the greatly strengthened ownership of the programme by national authorities and other stakeholders. The chances for improved success and additional impact of an intervention depend on the overall programme, and therefore the merits and rationale of each component depend on the whole programme. For a full appreciation, a donor should understand the overall programme and not just consider a component of specific interest. Moreover, in the implementation phase an overall view is required to better understand results and impact as well as any problems and delays that may occur. In other words, the integrated programmes require a different involvement of donors, which is probably best achieved in part through the representation of the donor at the country level. A more comprehensive strategy to funds mobilization in the field has been developed, with the recipient Government presenting the programme to the donor community, demonstrating ownership. Presentations are followed up by joint UNIDO/Government visits to individual donors. During the implementation phase, an active information strategy through at least one annual presentation of results as well as regular information on activities and progress of the whole programme to all donors involved will further strengthen understanding and appreciation.

Although this new approach could only start in mid-1999, more than half of the \$35 million in government contributions mobilized are funding components of integrated programmes. This includes the use of the annual Danish contribution for sub-Saharan African countries, first received in 1998. This annual contribution of more than \$2 million has proven very valuable, as it allows UNIDO to start priority activities rapidly, fill gaps in the funding of critical components and attract other funds. The 1999 announcement of the United Kingdom during the General Conference of a forthcoming similar contribution of \$1 million demonstrates the increasingly appreciated importance of programmable funds. A further indication of support was demonstrated in the adoption by the General Conference of a resolution calling upon Member States to renounce their share of unutilized balances of appropriations in support of the integrated programmes. The extent to which that support can be translated in financial terms will become clear on 31 March 2000, by which date the positions of individual Member States will be known.

Progress is being made also with other funding options as consultations with some donors on thematic contributions as well as on general contributions to a specific integrated programme are expected to produce results in 2000. Also, targeted funds mobilization missions to selected African countries for presentations to donors and for discussion of cooperation modalities have proven effective for mobilizing funds and are an effective response to the need for closer donor involvement as well as decentralized approval authority of some donors. This field-level approach is carried out jointly with the Government and has facilitated better access to bilateral funds. Further such missions are planned for 2000.

The integrated programmes have also been well received by UNDP and other parties in the field. Meetings were organized in Vienna with selected groups of Resident Representatives to discuss mutual priorities and cooperation options. Unfortunately, due to the UNDP funding crisis and the resulting freeze on approvals in many

countries, this strong interest and support has not yet borne fruit in terms of large-scale funding. However the integration of the programmes in system-wide mechanisms such as UNDAF and country strategy notes under the Resident Coordinator system will not only strengthen the identity of and appreciation for the programme in the United Nations system and the donor community but will also increase their chances for funding.

An important innovative aspect of the integrated programmes in terms of funding is the contribution made by recipient countries themselves. Major commitments were made in the past two years, the first actual contributions were received (Guatemala), and more such funding is expected. This not only adds to programme resources but also strengthens ownership and commitment, demonstrates the high priority attached to the programme, thereby attracting other contributions. Whereas for some countries these contributions can be in the form of direct additional funds, for LDCs they could also be provided through co-funding by loans that address the same objectives, or contributing local grant aid placed at the disposal of the Government by donors.

The initiatives and new approaches developed in 1999 will be actively pursued. The strong support of all Member States is required to ensure a promising start of the integrated programmes, the sustainability of the new cooperation modalities and the successful implementation of the programmes, thereby enabling UNIDO to make important contributions to the economic development of Member States.

Appendices

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- H. Agreements concluded in 1999
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- M. Selected publications issued in 1999
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APPENDIX A**OPERATIONAL STATISTICS****List of tables**

1. Expenditure, 1996 to 1999
2. Technical cooperation programmes: project budget approvals and expenditure, 1996 to 1999
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Table 1
Expenditure, 1996 to 1999
(In millions of US dollars)

| | 1996 | 1997 | 1998 | 1999 |
|--|--------------|--------------|--------------|--------------|
| Technical cooperation programmes | 90.9 | 97.3 | 81.1 | 83.5 |
| UNIDO regular budget ^a | 3.3 | 7.0 | 1.6 | 5.8 |
| UNDP/IPF, cash counterpart, SIS, TRAC ^b | 22.8 | 22.7 | 13.8 | 10.7 |
| UNDP-administered trust funds | 1.6 | 1.3 | 2.5 | 1.4 |
| IDF | 22.1 | 20.6 | 17.1 | 19.1 |
| Montreal Protocol | 25.0 | 29.0 | 33.3 | 35.3 |
| Self-financed trust funds | 7.3 | 5.6 | 2.7 | 1.5 |
| Third party-financed trust funds | 6.9 | 7.2 | 7.8 | 6.7 |
| Other trust funds ^c | 1.9 | 3.9 | 2.3 | 3.0 |
| Headquarters | 91.5 | 83.8 | 67.9 | 68.5 |
| Regular budget | 78.4 | 71.9 | 54.9 | 57.8 |
| Programme support costs | 13.1 | 11.9 | 13.0 | 10.7 |
| TOTAL | 182.4 | 181.1 | 149.0 | 152.0 |

^a Includes Regular Programme for Technical Cooperation and Industrial Development Decade for Africa.

^b Includes UNIDO-implemented nationally executed projects.

^c Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

Table 2
Technical cooperation programmes: project budget approvals and expenditure, 1996 to 1999
(In millions of US dollars)

| | 1996 | 1997 | 1998 | 1999 | 1996 | 1997 | 1998 | 1999 | 1996 | 1997 | 1998 | 1999 |
|---|--|--------------------|-------|-------|----------------------------------|------------------|------|------------------|--|-------------------|------|------|
| | All sources of funds | | | | UNIDO regular budget | | | | UNDP/IPF, cash counterpart, special measures, UNDP/SIS and TRAC ^f | | | |
| Residual value of projects brought forward | 121.1 | 147.8 ^b | 155.0 | 131.0 | 0.0 | 3.8 | 0.0 | 1.7 | 37.3 | 32.4 | 31.1 | 23.7 |
| Value of project budgets approved in the year (net) | 117.9 | 106.4 | 57.1 | 81.6 | 7.1 | 5.1 | 3.3 | 5.8 | 18.2 | 21.4 | 6.4 | 6.7 |
| Total of approved projects under implementation | 239.0 | 254.2 | 212.1 | 212.6 | 7.1 | 8.9 | 3.3 | 7.5 | 55.5 | 53.8 | 37.5 | 30.4 |
| Expenditures in the year | 90.9 | 97.3 | 81.1 | 83.5 | 3.3 | 7.0 | 1.6 | 5.8 | 22.8 | 22.7 | 13.8 | 10.7 |
| Residual value of projects carried forward | 147.8 ^e | 155.0 | 131.0 | 127.4 | 3.8 | 0.0 ^a | 1.7 | 0.0 ^a | 32.4 ^b | 31.1 ^b | 23.7 | 19.7 |
| | UNDP-administered trust funds ^c | | | | IDF | | | | Montreal Protocol | | | |
| Residual value of projects brought forward | 5.0 | 3.5 | 3.1 | 2.0 | 37.6 | 40.6 | 37.3 | 35.3 | 30.7 | 46.3 | 61.3 | 52.5 |
| Value of project budgets approved in the year (net) | 0.1 | 0.9 | 1.4 | 0.0 | 25.1 | 17.3 | 15.1 | 22.4 | 40.6 | 44.0 | 24.5 | 31.9 |
| Total of approved projects under implementation | 5.1 | 4.4 | 4.5 | 2.0 | 62.7 | 57.9 | 52.4 | 57.7 | 71.3 | 90.3 | 85.8 | 84.4 |
| Expenditures in the year | 1.6 | 1.3 | 2.5 | 1.4 | 22.1 | 20.6 | 17.1 | 19.1 | 25.0 | 29.0 | 33.3 | 35.3 |
| Residual value of projects carried forward | 3.5 | 3.1 | 2.0 | 0.6 | 40.6 | 37.3 | 35.3 | 38.6 | 46.3 | 61.3 | 52.5 | 49.1 |
| | Self-financed trust funds | | | | Third party-financed trust funds | | | | Other trust funds ^d | | | |
| Residual value of projects brought forward | 3.5 | 4.3 | 3.6 | 2.2 | 6.9 | 12.4 | 13.0 | 9.2 | 0.1 | 4.5 | 5.6 | 4.4 |
| Value of project budgets approved in the year (net) | 8.1 | 4.9 | 1.3 | 3.0 | 12.4 | 7.8 | 4.0 | 10.5 | 6.3 | 5.0 | 1.1 | 1.3 |
| Total of approved projects under implementation | 11.6 | 9.2 | 4.9 | 5.2 | 19.3 | 20.2 | 17.0 | 19.7 | 6.4 | 9.5 | 6.7 | 5.7 |
| Expenditures in the year | 7.3 | 5.6 | 2.7 | 1.5 | 6.9 | 7.2 | 7.8 | 6.7 | 1.9 | 3.9 | 2.3 | 3.0 |
| Residual value of projects carried forward | 4.3 | 3.6 | 2.2 | 3.7 | 12.4 | 13.0 | 9.2 | 13.0 | 4.5 ^e | 5.6 | 4.4 | 2.7 |

^a Excludes the value of projects approved but not implemented within the biennium.

^b Excludes the value of projects approved but not implemented at end 1996 because of termination of UNDP/SIS financing.

^c Includes United Nations Trust Fund for Sudano-Sahelian Activities, United Nations Financing System for Science and Technology for Development, UNDP trust fund for projects financed by the United Nations Development Fund for Women, United Nations Capital Development Fund and third-party trust funds.

^d Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

^e Excludes transfer of projects totalling \$20 million upon ICGEB becoming independent on 1 January 1996.

^f Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency, formerly reported under non-UNIDO funds. Figures for previous years corrected.

Table 3A
Technical cooperation activities: project approvals in 1998 and 1999, by source of funds

| <i>Source of funds</i> | <i>New projects approved</i> | | | <i>Existing projects revised</i> | | | <i>Total net value of approvals/ revisions (\$000)</i> |
|---|------------------------------|----------------------------------|--|----------------------------------|-----------------------------------|---|--|
| | <i>Number of projects</i> | <i>Value of projects (\$000)</i> | <i>Average value of projects (\$000)</i> | <i>Number of projects</i> | <i>Value of revisions (\$000)</i> | <i>Average value of revisions (\$000)</i> | |
| 1998 | | | | | | | |
| UNIDO regular budget | 51 | 3,299 | 65 | 0 | 0 | 0 | 3,299 |
| UNDP/IPF, cash counterpart, TRAC ^a | 19 | 5,271 | 277 | 199 | 1,086 | 5 | 6,357 |
| UNDP-administered trust funds | 5 | 1,213 | 243 | 4 | 229 | 57 | 1,442 |
| IDF | 46 | 15,092 | 328 | 252 | (20) | (0) | 15,072 |
| Montreal Protocol | 81 | 24,348 | 301 | 252 | 149 | 1 | 24,497 |
| Self-financed trust funds | 6 | 1,018 | 170 | 39 | 312 | 8 | 1,330 |
| Third party-financed trust funds | 37 | 3,214 | 87 | 105 | 709 | 7 | 3,923 |
| Other trust funds ^b | 41 | 1,856 | 45 | 64 | (654) | (10) | 1,202 |
| TOTAL | 286 | 55,311 | 193 | 915 | 1,811 | 2 | 57,122 |
| 1999 | | | | | | | |
| UNIDO regular budget | 113 | 6,305 | 56 | 41 | (505) | (12) | 5,800 |
| UNDP/IPF, cash counterpart, TRAC ^a | 14 | 3,713 | 265 | 153 | 2,975 | 19 | 6,688 |
| UNDP-administered trust funds | 0 | 0 | 0 | 6 | 66 | 11 | 66 |
| IDF | 89 | 18,509 | 208 | 192 | 3,851 | 20 | 22,360 |
| Montreal Protocol | 117 | 30,816 | 263 | 298 | 1,084 | 4 | 31,900 |
| Self-financed trust funds | 12 | 2,173 | 181 | 31 | 838 | 27 | 3,011 |
| Third party-financed trust funds | 19 | 5,643 | 297 | 121 | 4,813 | 40 | 10,456 |
| Other trust funds ^b | 10 | 1,581 | 158 | 95 | (264) | (3) | 1,317 |
| TOTAL | 374 | 68,740 | 184 | 937 | 12,858 | 14 | 81,598 |

^a Includes UNIDO-implemented nationally executed projects.

^b Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

Table 3B
Technical cooperation activities: value of net project approvals in 1999, by region and source of funds
(In thousands of US dollars)

| <i>Source of funds</i> | <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>Arab regional</i> | <i>Europe and NIS</i> | <i>Latin America and Caribbean</i> | <i>Global and Interregional</i> | <i>Total</i> |
|---|---|--------------------------------|---|--|--------------------------|---------------------------|--|-------------------------------------|---------------|
| UNIDO regular budget | 2,661 | 68 | 784 | 187 | 0 | 842 | 1,022 | 236 | 5,800 |
| UNDP/IPF, cash counterpart, TRAC ^a | 1,274 | 0 | 5,546 | 644 | 261 | (959) | 0 | (78) | 6,688 |
| UNDP-administered trust funds | 26 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 66 |
| IDF | 7,549 | 2,515 | 1,639 | 1,135 | (17) | 771 | 450 | 8,318 | 22,360 |
| Montreal Protocol | 800 | 1,802 | 20,861 | 2,156 | 0 | 2,738 | 3,448 | 95 | 31,900 |
| Self-financed trust funds | 455 | 541 | 0 | 274 | 0 | 109 | 1,273 | 359 | 3,011 |
| Third party-financed trust funds | 3,970 | 551 | 1,192 | (3) | 0 | 500 | 63 | 4,183 | 10,456 |
| Other trust funds ^b | (18) | 0 | 629 | (24) | 0 | (414) | 129 | 1,015 | 1,317 |
| TOTAL | 16,717 | 5,477 | 30,691 | 4,369 | 244 | 3,587 | 6,385 | 14,128 | 81,598 |
| Total Africa | 22,194 | | | | | | | | |
| Total Arab States | 10,090 | | | | | | | | |

^a Includes UNIDO-implemented nationally executed projects.

^b Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

Table 4
Expenditure on technical cooperation activities in 1998 and 1999, by source of funds and project component

| Source of funds | <i>Project personnel</i> | | Subcontracts \$000 | Fellowships and training \$000 | Equipment \$000 | Miscellaneous expenses \$000 | Total \$000 |
|--|--|---------------|-----------------------|--------------------------------------|--------------------|------------------------------------|----------------|
| | Number of experts' work- months ^a | \$000 | | | | | |
| 1998 | | | | | | | |
| UNIDO regular budget | 202.2 | 861 | 84 | 408 | 211 | 59 | 1,623 |
| UNDP/IPF, cash counterpart, special measures, TRAC ^b | 1,583.4 | 7,602 | 1,258 | 1,920 | 2,480 | 562 | 13,822 |
| UNDP-administered trust funds | 115.8 | 1,032 | 471 | 352 | 273 | 333 | 2,461 |
| IDF | 1,748.7 | 9,574 | 2,649 | 1,668 | 2,292 | 951 | 17,134 |
| Montreal Protocol | 195.3 | 1,755 | 22,354 | 144 | 8,764 | 331 | 33,348 |
| Self-financed trust funds | 358.1 | 1,690 | 563 | 100 | 130 | 177 | 2,660 |
| Third party-financed trust funds | 732.1 | 5,010 | 936 | 753 | 774 | 366 | 7,839 |
| Other trust funds ^c | 123.5 | 686 | 400 | 204 | 895 | 44 | 2,229 |
| TOTAL | 5,059.1 | 28,210 | 28,715 | 5,549 | 15,819 | 2,823 | 81,116 |
| 1999 | | | | | | | |
| UNIDO regular budget | 489.6 | 3,393 | 359 | 604 | 1,262 | 241 | 5,859 |
| UNDP/IPF, cash counterpart, special measures, TRAC ^b | 867.1 | 4,932 | 1,103 | 1,035 | 3,155 | 432 | 10,657 |
| UNDP-administered trust funds | 56.2 | 802 | 298 | 108 | 71 | 80 | 1,359 |
| IDF | 1,766.0 | 11,777 | 2,165 | 1,419 | 2,667 | 1,060 | 19,088 |
| Montreal Protocol | 330.0 | 1,841 | 26,957 | 497 | 5,475 | 554 | 35,324 |
| Self-financed trust funds | 179.1 | 1,044 | 2 | 11 | 390 | 64 | 1,511 |
| Third party-financed trust funds | 561.9 | 4,515 | 549 | 843 | 481 | 351 | 6,739 |
| Other trust funds ^c | 149.0 | 434 | 918 | 148 | 1,462 | 30 | 2,992 |
| TOTAL | 4,398.9 | 28,738 | 32,351 | 4,665 | 14,963 | 2,812 | 83,529 |

^a Categories are as follows:

| | |
|---------------------------------------|---------------------|
| | <u>Work-months:</u> |
| International experts and consultants | 1,661.0 |
| National experts | <u>2,737.9</u> |
| | 4,398.9 |

^b Includes UNIDO-implemented nationally executed projects.

^c Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

Table 5
Expenditure on technical cooperation activities in 1999, by service module and geographical area
(In thousands of US dollars)

| <i>Service module</i> | <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>Arab regional</i> | <i>Europe and NIS</i> | <i>Latin America and Caribbean</i> | <i>Global and Interregional</i> | <i>Total</i> |
|--|---|------------------------------------|---|--|--------------------------|---------------------------|--|-------------------------------------|---------------|
| Industrial policy formulation and implementation (SM1) | 1,010 | 31 | 113 | 144 | 0 | 191 | 47 | 6 | 1,542 |
| Statistics and information networks (SM2) | 663 | 15 | 174 | 0 | 0 | 0 | 166 | 81 | 1,099 |
| Metrology, standardization, certification and accreditation Continuous improvement and quality management (SM3, 4) | 1,903 | 322 | 521 | 108 | (5) | 384 | 139 | 117 | 3,489 |
| Investment and technology promotion (SM5) | 1,529 | 726 | 718 | 163 | 14 | 482 | 181 | 9,715 | 13,528 |
| United Nations Framework Convention on Climate Change and Kyoto Protocol (SM7) | 29 | 0 | 273 | 0 | 0 | 0 | 8 | 0 | 310 |
| Energy efficiency Rural energy development (SM8, 9) | 144 | 0 | 1,952 | 14 | 0 | 55 | 35 | 298 | 2,498 |
| Environmental policy framework Cleaner production Pollution control and waste management (SM6, 10, 11) | 1,996 | 155 | 2,818 | 1,275 | 0 | 768 | 1,208 | 1,506 | 9,726 |
| Montreal Protocol (SM12) | 1,615 | 1,795 | 20,744 | 2,368 | 0 | 2,304 | 5,289 | 151 | 34,266 |
| SME policy framework Policy for women's entrepreneurship development Entrepreneurship development (SM13, 14, 15) | 2,922 | 14 | 1,378 | 43 | 0 | 861 | 821 | 548 | 6,587 |
| Upgrading agro-industries and related technical skills (SM16) | 3,196 | 272 | 3,208 | 191 | 0 | 107 | 476 | 34 | 7,484 |
| Other | 111 | 2 | 899 | 27 | 0 | 576 | 394 | 991 | 3,000 |
| TOTAL | 15,118 | 3,332 | 32,798 | 4,333 | 9 | 5,728 | 8,764 | 13,447 | 83,529 |
| Total Africa | 18,450 | | | | | | | | |
| Total Arab States | 7,674 | | | | | | | | |

Table 6
Expenditure on technical cooperation activities, by geographical area, 1996 to 1999
(In thousands of US dollars)

| <i>Area</i> | <i>1996</i> | <i>1997</i> | <i>1998</i> | <i>1999</i> |
|---|-------------|-------------|-------------|-------------|
| Africa (excluding African Arab States) | | | | |
| Country projects | 14,413 | 15,772 | 9,479 | 11,545 |
| Regional projects | 4,719 | 6,270 | 4,689 | 3,573 |
| Subtotal | 19,132 | 22,042 | 14,168 | 15,118 |
| African Arab States | 14,279 | 8,508 | 4,317 | 3,332 |
| Asia and the Pacific (excluding Western Asian Arab States) | | | | |
| Country projects | 21,009 | 26,553 | 27,676 | 31,133 |
| Regional projects | 3,821 | 2,832 | 2,627 | 1,665 |
| Subtotal | 24,830 | 29,385 | 30,303 | 32,798 |
| Western Asian Arab States | 3,966 | 6,462 | 4,517 | 4,333 |
| Arab regional | 457 | 176 | 98 | 9 |
| Europe and NIS | | | | |
| Country projects | 8,924 | 7,498 | 5,992 | 5,180 |
| Regional projects | 314 | 956 | 980 | 548 |
| Subtotal | 9,238 | 8,454 | 6,972 | 5,728 |
| Latin America and the Caribbean | | | | |
| Country projects | 5,419 | 6,397 | 6,496 | 7,907 |
| Regional projects | 1,000 | 256 | 912 | 857 |
| Subtotal | 6,419 | 6,653 | 7,408 | 8,764 |
| Global and interregional projects | 12,554 | 15,582 | 13,333 | 13,447 |
| TOTAL | 90,875 | 97,262 | 81,116 | 83,529 |

Table 7
Technical cooperation activities: project expenditure in 1999, by geographical area
(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>Arab regional</i> | | <i>Europe and NIS</i> | | <i>Latin America and Caribbean</i> | | <i>Global and Interregional</i> | | <i>Total</i> |
|--|---|------|------------------------------------|------|---|------|--|-------|--------------------------|--------|---------------------------|------|--|------|-------------------------------------|------|--------------|
| A. By source of funds | | | | | | | | | | | | | | | | | |
| | % | | % | | % | | % | | % | | % | | % | | % | | |
| UNIDO regular budget | | | | | | | | | | | | | | | | | |
| RP | 12 | 0.1 | 0 | 0.0 | 509 | 1.6 | 166 | 3.8 | 0 | 0.0 | 845 | 14.8 | 878 | 10.0 | 384 | 2.9 | 2,794 |
| IDDA | 3,019 | 20.0 | 46 | 1.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 3,065 |
| UNDP/IPF, cash counterpart, special measures, TRAC ^a | 3,029 | 20.0 | 644 | 19.3 | 4,443 | 13.5 | 838 | 19.3 | 10 | 111.1 | 1,385 | 24.2 | 308 | 3.5 | 0 | 0.0 | 10,657 |
| UNDP-administered trust funds | 653 | 4.3 | 0 | 0.0 | 625 | 1.9 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 81 | 0.6 | 1,359 |
| IDF | 4,375 | 28.9 | 52 | 1.6 | 4,929 | 15.0 | 144 | 3.3 | (1) | (11.1) | 435 | 7.6 | 1,320 | 15.1 | 7,834 | 58.3 | 19,088 |
| Montreal Protocol | 1,749 | 11.6 | 2,008 | 60.3 | 20,845 | 63.6 | 2,993 | 69.1 | 0 | 0.0 | 2,478 | 43.3 | 5,230 | 59.7 | 21 | 0.2 | 35,324 |
| Self-financed trust funds | 397 | 2.6 | 176 | 5.3 | 24 | 0.1 | 193 | 4.5 | 0 | 0.0 | 55 | 1.0 | 666 | 7.6 | 0 | 0.0 | 1,511 |
| Third party-financed trust funds | 1,614 | 10.7 | 392 | 11.8 | 510 | 1.6 | (1) | (0.0) | 0 | 0.0 | 318 | 5.6 | 131 | 1.5 | 3,775 | 28.1 | 6,739 |
| Other trust funds ^b | 270 | 1.8 | 14 | 0.4 | 913 | 2.8 | 0 | 0.0 | 0 | 0.0 | 212 | 3.7 | 231 | 2.6 | 1,352 | 10.1 | 2,992 |
| TOTAL | 15,118 | | 3,332 | | 32,798 | | 4,333 | | 9 | | 5,728 | | 8,764 | | 13,447 | | 83,529 |
| Total Africa | 18,450 | | | | | | | | | | | | | | | | |
| Total Arab States | 7,674 | | | | | | | | | | | | | | | | |
| B. By project component | | | | | | | | | | | | | | | | | |
| | % | | % | | % | | % | | % | | % | | % | | % | | |
| Project personnel | 8,073 | 53.4 | 894 | 26.8 | 5,593 | 17.1 | 695 | 16.0 | 14 | 155.6 | 2,135 | 37.3 | 2,538 | 29.0 | 8,796 | 65.4 | 28,738 |
| Subcontracts | 2,616 | 17.3 | 1,193 | 35.8 | 18,290 | 55.8 | 2,440 | 56.3 | 0 | 0.0 | 2,454 | 42.8 | 3,696 | 42.2 | 1,662 | 12.4 | 32,351 |
| Fellowships and training | 1,318 | 8.7 | 201 | 6.0 | 1,194 | 3.6 | 61 | 1.4 | (7) | (77.8) | 251 | 4.4 | 525 | 6.0 | 1,122 | 8.3 | 4,665 |
| Equipment | 2,385 | 15.8 | 965 | 29.0 | 6,958 | 21.2 | 1,003 | 23.1 | 0 | 0.0 | 759 | 13.3 | 1,677 | 19.1 | 1,216 | 9.0 | 14,963 |
| Miscellaneous | 726 | 4.8 | 79 | 2.4 | 763 | 2.3 | 134 | 3.1 | 2 | 22.2 | 129 | 2.3 | 328 | 3.7 | 651 | 4.8 | 2,812 |
| TOTAL | 15,118 | | 3,332 | | 32,798 | | 4,333 | | 9 | | 5,728 | | 8,764 | | 13,447 | | 83,529 |

^a Includes UNIDO-implemented nationally executed projects.

^b Includes projects financed from UNDCP, COMFAR funds, other United Nations agencies and funds, World Bank loans and the Common Fund for Commodities.

Table 8
Support services for policy and programme development and
technical support services at the project level, 1998 and 1999
(In work-months provided by UNIDO staff)

| | 1998 | 1999 |
|---|-------|-------|
| Africa | | |
| Country ^a | 44.8 | 31.7 |
| Regional | 0.8 | 0.0 |
| Subtotal | 45.6 | 31.7 |
| Arab States | | |
| Country | 6.3 | 6.4 |
| Regional | 0.0 | 0.0 |
| Country (African Arab States) ^b | -5.3 | -5.0 |
| Subtotal | 1.0 | 1.4 |
| Asia and the Pacific | | |
| Country | 45.3 | 34.0 |
| Regional | 2.0 | 0.0 |
| Subtotal | 47.3 | 34.0 |
| Europe and NIS | | |
| Country | 6.5 | 24.2 |
| Regional | 1.4 | 1.4 |
| Subtotal | 7.9 | 25.6 |
| Latin America and the Caribbean | | |
| Country | 9.1 | 8.4 |
| Regional | 0.0 | 0.0 |
| Subtotal | 9.1 | 8.4 |
| Global and interregional | | |
| | 0.0 | 0.0 |
| TOTAL | 110.9 | 101.1 |

^a Includes African Arab States.

^b Figures deducted (included under "Africa").

Table 9
Regular and operational budget expenditure by programme and object of expenditure in 1999
(In thousands of US dollars)

| <i>Programme</i> | 1 | 2 | 3 | 4 | 5 | 6 |
|--|--------------------|--------------------|-----------------|---------------|--------------|----------------|
| | <i>Staff costs</i> | <i>Consultants</i> | <i>Meetings</i> | <i>Travel</i> | <i>Other</i> | <i>Total</i> |
| Expenditure | | | | | | |
| A POLICY-MAKING ORGANS | | | | | | |
| A.1 Meetings of Policy-making Organs | 26.3 | - | - | - | 2,257.7 | 2,284.0 |
| A.2 Secretariat of Policy-making Organs and Protocol | <u>750.2</u> | - | - | <u>8.0</u> | - | <u>758.2</u> |
| Subtotal | 776.5 | - | - | 8.0 | 2,257.7 | 3,042.2 |
| B GENERAL MANAGEMENT | | | | | | |
| B.1 Executive Direction and Management | 1,563.6 | 246.5 | 47.4 | 113.1 | 452.9 | 2,423.5 |
| B.2 Internal Audit | 579.5 | - | - | 12.8 | - | 592.3 |
| B.3 Legal Service | 511.3 | 3.0 | - | 2.4 | (0.1) | 516.6 |
| B.4 Policy Coordination and Strategic Planning | 366.8 | 0.7 | - | (0.6) | 0.1 | 367.0 |
| B.5 United Nations System Coordination and Liaison | 726.6 | 63.0 | - | 36.7 | 621.2 | 1,447.5 |
| B.6 Public Relations and Information | <u>740.4</u> | <u>10.0</u> | - | <u>7.4</u> | <u>153.9</u> | <u>911.7</u> |
| Subtotal | 4,488.2 | 323.2 | 47.4 | 171.8 | 1,228.0 | 6,258.6 |
| C STRENGTHENING OF INDUSTRIAL CAPACITIES | | | | | | |
| C.1 Industrial Investment, Technology and Information | 5,535.6 | 134.1 | - | 47.1 | 414.3 | 6,131.1 |
| C.2 Industrial Policies and Strategies | 3,389.3 | 88.0 | 3.7 | 44.4 | 439.9 | 3,965.3 |
| C.3 Institutional Capacity-building | 3,813.3 | 64.9 | - | 44.5 | 1,007.4 | 4,930.1 |
| C.4 Integrated Agro-Industry Development | 2,498.4 | 149.7 | 33.5 | 13.7 | 334.6 | 3,029.9 |
| C.5 Other Sectoral Capacity-building | (20.6) | - | - | - | - | (20.6) |
| C.6 Regular Programme of Technical Cooperation ^a | - | - | - | - | - | - |
| C.7 Direction and Management | <u>519.9</u> | - | - | <u>21.1</u> | <u>577.6</u> | <u>1,118.6</u> |
| Subtotal | 15,735.9 | 436.7 | 37.2 | 170.8 | 2,773.8 | 19,154.4 |
| D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT | | | | | | |
| D.1 Cleaner Production | 709.2 | - | - | 22.2 | 6.0 | 737.4 |
| D.2 Applied Environmental Technologies | 1,525.3 | - | - | 23.6 | 21.7 | 1,570.6 |
| D.3 International Environmental Agreements | 3,251.1 | 43.5 | 35.0 | 105.3 | 304.2 | 3,739.1 |
| D.4 Regular Programme of Technical Cooperation ^a | - | - | - | - | - | - |
| D.5 Direction and Management | <u>497.1</u> | - | - | - | <u>143.4</u> | <u>640.5</u> |
| Subtotal | 5,982.7 | 43.5 | 35.0 | 151.1 | 475.3 | 6,687.6 |
| E REGIONAL PROGRAMME MANAGEMENT | | | | | | |
| E.1 Africa | 3,234.1 | - | - | 119.4 | 1,560.3 | 4,913.8 |
| E.2 Arab Countries | 1,552.8 | 81.7 | 62.3 | 36.3 | 350.2 | 2,083.3 |
| E.3 Asia and the Pacific | 1,758.9 | 18.0 | 57.3 | 42.6 | 630.4 | 2,507.2 |
| E.4 Europe and NIS | 806.5 | 46.0 | 1.4 | 16.7 | 91.1 | 961.7 |
| E.5 Latin America and the Caribbean | 1,666.4 | - | - | 51.2 | 465.8 | 2,183.4 |
| E.6 Regular Programme of Technical Cooperation ^a | - | - | - | - | - | - |
| E.7 Direction and Management | <u>0.6</u> | - | - | <u>23.2</u> | <u>55.2</u> | <u>79.0</u> |
| Subtotal | 9,019.3 | 145.7 | 121.0 | 289.4 | 3,153.0 | 12,728.4 |
| F TECHNICAL COOPERATION MANAGEMENT | | | | | | |
| F.1 Funds Mobilization, Project Approvals and Programme Monitoring | 727.1 | - | - | 16.9 | - | 744.0 |
| F.2 Quality Assurance and Evaluation | 868.1 | - | - | - | 2.7 | 870.8 |
| F.3 Operational Support | 3,130.7 | - | - | 0.9 | 3.1 | 3,134.7 |
| F.4 Direction and Management | <u>74.3</u> | - | - | - | <u>61.7</u> | <u>136.0</u> |
| Subtotal | 4,800.2 | - | - | 17.8 | 67.5 | 4,885.5 |

| <i>Programme</i> | | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------|---------------------------------|--------------------|--------------------|-----------------|---------------|-----------------|-----------------|
| | | <i>Staff costs</i> | <i>Consultants</i> | <i>Meetings</i> | <i>Travel</i> | <i>Other</i> | <i>Total</i> |
| G | ADMINISTRATION | | | | | | |
| G.1 | Personnel Services | 2,699.2 | 12.9 | - | 5.8 | 401.1 | 3,119.0 |
| G.2 | Financial Services | 3,025.7 | 18.0 | - | 3.1 | 10.1 | 3,056.9 |
| G.3 | General Services | 8,413.0 | 0.4 | - | - | 20,377.4 | 28,790.8 |
| G.4 | Direction and Management | <u>736.7</u> | - | - | - | <u>186.9</u> | <u>923.6</u> |
| | Subtotal | <u>14,874.6</u> | <u>31.3</u> | - | <u>8.9</u> | <u>20,975.5</u> | <u>35,890.3</u> |
| | TOTAL expenditure | <u>55,677.4</u> | <u>980.4</u> | <u>240.6</u> | <u>817.8</u> | <u>30,930.8</u> | <u>88,647.0</u> |
| Income | | | | | | | |
| E | REGIONAL PROGRAMME MANAGEMENT | | | | | | |
| E.1 | Africa | - | - | - | - | 74.6 | 74.6 |
| E.2 | Arab Countries | - | - | - | - | 18.0 | 18.0 |
| E.3 | Asia and the Pacific | - | - | - | - | 27.4 | 27.4 |
| E.4 | Europe and NIS | - | - | - | - | 156.3 | 156.3 |
| E.5 | Latin America and the Caribbean | - | - | - | - | <u>39.4</u> | <u>39.4</u> |
| | Subtotal | - | - | - | - | 315.7 | 315.7 |
| G | ADMINISTRATION | | | | | | |
| G.3 | General Services | <u>4,364.1</u> | - | - | - | <u>14,090.1</u> | <u>18,454.2</u> |
| | Subtotal | 4,364.1 | - | - | - | 14,090.1 | 18,454.2 |
| | Miscellaneous income | - | - | - | - | <u>1,350.4</u> | <u>1,350.4</u> |
| | TOTAL income | <u>4,364.1</u> | - | - | - | <u>15,756.2</u> | <u>20,120.3</u> |
| | NET GRAND TOTAL | 51,313.3 | 980.4 | 240.6 | 817.8 | 15,174.6 | 68,526.7 |

^a For reporting on Regular Programme of Technical Cooperation, see Appendix E.

APPENDIX B**INDUSTRIAL DEVELOPMENT FUND****Net approvals in 1999 of projects financed under IDF**

(By region and service module)

Table 1
Total IDF approvals

| | <i>US dollars</i> | <i>Percentage</i> |
|--|-------------------|-------------------|
| Region | | |
| Africa (excluding Arab States) | 7,549,134 | 33.8 |
| Arab States | 3,633,465 | 16.3 |
| Africa | 2,515,018 | 11.2 |
| West Asia | 1,135,051 | 5.1 |
| Regional | (16,604) | (0.1) |
| Asia and the Pacific | 1,637,909 | 7.3 |
| Europe and NIS | 770,871 | 3.4 |
| Latin America and the Caribbean | 450,232 | 2.0 |
| Global and interregional | 8,317,934 | 37.2 |
| TOTAL | 22,359,545 | 100.0 |
| Service module | | |
| Industrial policy formulation and implementation (SM1) | 282,500 | 1.3 |
| Statistics and information networks (SM2) | 315,301 | 1.4 |
| Metrology, standardization, certification and accreditation Continuous improvement and quality management (SM3, 4) | 2,596,705 | 11.6 |
| Investment and technology promotion (SM5) | 11,041,587 | 49.4 |
| Energy efficiency | 708,190 | 3.2 |
| Rural energy development (SM8, 9) | | |
| Environmental policy framework | 5,359,246 | 24.0 |
| Cleaner production | | |
| Pollution control and waste management (SM6, 10, 11) | | |
| SME policy framework | 1,132,885 | 5.1 |
| Policy for women's entrepreneurship development | | |
| Entrepreneurship development (SM13, 14, 15) | | |
| Upgrading agro-industries and related technical skills (SM16) | 1,239,106 | 5.5 |
| Other | (315,975) | (1.4) |
| TOTAL | 22,359,545 | 100.0 |

Table 2
General-purpose convertible projects

| | <i>US dollars</i> | <i>Percentage</i> |
|---|-------------------|-------------------|
| Region | | |
| Africa (excluding Arab States) | 0 | 0.0 |
| Arab States | 0 | 0.0 |
| Africa | 0 | 0.0 |
| West Asia | 0 | 0.0 |
| Regional | 0 | 0.0 |
| Asia and the Pacific | (2,085) | 3.7 |
| Europe and NIS | (31,300) | 54.8 |
| Latin America and the Caribbean | (19,634) | 34.4 |
| Global and interregional | (4,063) | 7.1 |
| TOTAL | (57,082) | 100.0 |
| Service module | | |
| Industrial policy formulation and implementation (SM1) | | |
| Statistics and information networks (SM2) | | |
| Metrology, standardization, certification and accreditation | | |
| Continuous improvement and quality management | | |
| (SM3, 4) | | |
| Investment and technology promotion (SM5) | | |
| Energy efficiency | | |
| Rural energy development (SM8, 9) | | |
| Environmental policy framework | | |
| Cleaner production | | |
| Pollution control and waste management (SM6, 10, 11) | | |
| SME policy framework | | |
| Policy for women's entrepreneurship development | | |
| Entrepreneurship development (SM13, 14, 15) | | |
| Upgrading agro-industries and related technical skills | | |
| (SM16) | | |
| Other | (57,082) | 100.0 |
| TOTAL | (57,082) | 100.0 |

Table 3
Special-purpose convertible projects

| | <i>US dollars</i> | <i>Percentage</i> |
|--|-------------------|-------------------|
| Region | | |
| Africa (excluding Arab States) | 7,488,883 | 36.1 |
| Arab States | 3,633,465 | 17.5 |
| Africa | 2,515,018 | 12.1 |
| West Asia | 1,135,051 | 5.5 |
| Regional | (16,604) | (0.1) |
| Asia and the Pacific | 1,499,086 | 7.2 |
| Europe and NIS | 377,535 | 1.8 |
| Latin America and the Caribbean | 469,866 | 2.3 |
| Global and interregional | 7,280,565 | 35.1 |
| TOTAL | 20,749,400 | 100.0 |
| Service module | | |
| Industrial policy formulation and implementation (SM1) | 282,500 | 1.4 |
| Statistics and information networks (SM2) | 315,301 | 1.5 |
| Metrology, standardization, certification and accreditation Continuous improvement and quality management (SM3, 4) | 2,612,863 | 12.6 |
| Investment and technology promotion (SM5) | 9,787,249 | 47.2 |
| Energy efficiency Rural energy development (SM8, 9) | 566,948 | 2.7 |
| Environmental policy framework Cleaner production Pollution control and waste management (SM6, 10, 11) | 5,187,948 | 25.0 |
| SME policy framework Policy for women's entrepreneurship development Entrepreneurship development (SM13, 14, 15) | 1,132,885 | 5.5 |
| Upgrading agro-industries and related technical skills (SM16) | 1,180,989 | 5.7 |
| Other | (317,283) | (1.5) |
| TOTAL | 20,749,400 | 100.0 |

Table 4
Special-purpose non-convertible projects

| | <i>US dollars</i> | <i>Percentage</i> |
|--|-------------------|-------------------|
| Region | | |
| Africa (excluding Arab States) | 60,251 | 3.6 |
| Arab States | 0 | 0.0 |
| Africa | 0 | 0.0 |
| West Asia | 0 | 0.0 |
| Regional | 0 | 0.0 |
| Asia and the Pacific | 140,908 | 8.5 |
| Europe and NIS | 424,636 | 25.5 |
| Latin America and the Caribbean | 0 | 0.0 |
| Global and interregional | 1,041,432 | 62.5 |
| TOTAL | 1,667,227 | 100.0 |
| Service module | | |
| Industrial policy formulation and implementation (SM1) | 0 | 0.0 |
| Statistics and information networks (SM2) | 0 | 0.0 |
| Metrology, standardization, certification and accreditation Continuous improvement and quality management (SM3, 4) | 6,436 | 0.4 |
| Investment and technology promotion (SM5) | 1,254,338 | 75.2 |
| Energy efficiency Rural energy development (SM8, 9) | 141,492 | 8.5 |
| Environmental policy framework Cleaner production Pollution control and waste management (SM6, 10, 11) | 204,710 | 12.3 |
| SME policy framework Policy for women's entrepreneurship development Entrepreneurship development (SM13, 14, 15) | 0 | 0.0 |
| Upgrading agro-industries and related technical skills (SM16) | 60,251 | 3.6 |
| TOTAL | 1,667,227 | 100.0 |

INDUSTRIAL DEVELOPMENT FUND: NET APPROVALS IN 1999
(Excluding programme support costs)

Figure 1. By region

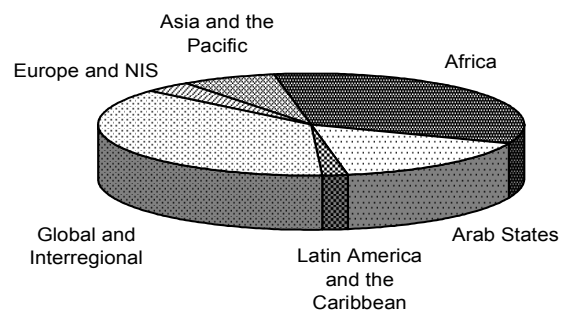
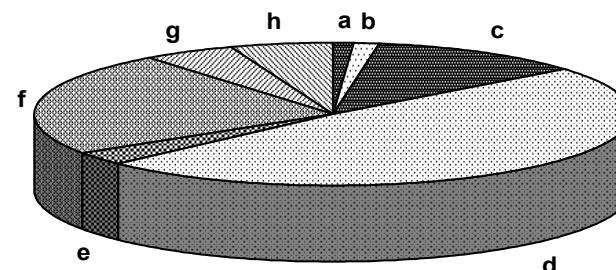


Figure 2. By service module



| Region | US\$ | Percentage | Service module | US\$ | Percentage |
|---------------------------------|-------------------|--------------|--|-------------------|--------------|
| Africa | 7,549,134 | 33.8 | a Industrial policy formulation and implementation (SM1) | 282,500 | 1.3 |
| Arab States | 3,633,465 | 16.3 | b Statistics and information networks (SM2) | 315,301 | 1.4 |
| Asia and the Pacific | 1,637,909 | 7.3 | c Metrology, standardization, certification and accreditation/Continuous improvement and quality management (SM3, 4) | 2,596,705 | 11.6 |
| Europe and NIS | 770,871 | 3.4 | d Investment and technology promotion (SM5) | 11,041,587 | 49.4 |
| Latin America and the Caribbean | 450,232 | 2.0 | e Energy efficiency/Rural energy development (SM8, 9) | 708,190 | 3.2 |
| Global and Interregional | 8,317,934 | 37.2 | f Environmental policy framework/Cleaner production/Pollution control and waste management (SM6, 10, 11) | 5,359,246 | 24.0 |
| TOTAL | 22,359,545 | 100.0 | g SME policy framework/Policy for women's entrepreneurship development/Entrepreneurship development (SM13, 14, 15) | 1,132,885 | 5.1 |
| | | | h Upgrading agro-industries and related technical skills (SM16) | 1,239,106 | 5.5 |
| | | | Other | (315,975) | (1.4) |
| | | | TOTAL | 22,359,545 | 100.0 |

APPENDIX C

TRUST FUND APPROVALS

Table 1
Third party-financed and other trust funds

| <i>Donor</i> | <i>Project No.</i> | <i>Amount approved^a (excluding overheads) (US\$)</i> |
|---------------------------|-------------------------------------|---|
| Governmental funds | | |
| Australia | TF/GLO/93/013 | 63,052 |
| China | TC/TN/GLO/95/091 | 57,504 |
| | TF/TN/GLO/99/006 | 50,442 |
| | Subtotal | 107,946 |
| Czech Republic | TF/CRO/97/001 | 50,901 |
| Finland | TF/PHI/99/001 | 158,136 |
| France | TF/RAF/98/002 | 7,884 |
| Greece | TF/ARM/98/002 | 32,478 |
| | TF/ARM/99/001 | 45,000 |
| | Subtotal | 77,478 |
| Italy | TF/EGY/96/001 | 551,835 |
| | TF/GLO/96/105 | 4,077,500 |
| | Subtotal | 4,629,335 |
| Japan | TF/ETH/96/C10 | 19,994 |
| | TF/RAF/99/001 | 962,644 |
| | TF/RWA/99/001 | 451,200 |
| | TF/SEN/99/001 | 497,000 |
| | TF/SRL/99/002 | 958,500 |
| | TF/UGA/99/002 | 877,000 |
| | TF/URT/99/001 | 556,000 |
| | Subtotal | 4,322,338 |
| Republic of Korea | TF/GLO/93/011 | 30,000 |
| Norway | TF/UGA/99/003 | 53,940 |
| Russian Federation | TF/GLO/98/002 | 29,140 |
| Slovenia | TF/RER/99/002 | 221,239 |
| | Minor revisions/project closures | (397,604) |
| | TOTAL | 9,353,785 |

| <i>Donor</i> | <i>Project No.</i> | <i>Amount approved ^a (excluding overheads) (US\$)</i> |
|--|---|--|
| Co-financing activities for ITPOs | | |
| International Centre for Science and High Technology, Italy | IP/GLO/96/105 | 33,632 |
| Global project for co-financing contributions to ITPO, Paris | IP/GLO/98/FF1 | 272,535 |
| Global project for co-financing contributions to ITPO, Milan/Bologna | IP/GLO/98/ITA | 102,455 |
| | TOTAL | 408,622 |
| Associate Expert programme and JPO travel funds ^b | | |
| Austria | | 169,584 |
| Belgium | | 290,145 |
| Denmark | | 95,363 |
| Germany | | 5,999 |
| Italy | | 156,764 |
| Netherlands | | 378,733 |
| Norway | | 29,999 |
| Republic of Korea | | 77,147 |
| Russian Federation | | 61,234 |
| United Kingdom | | 98,033 |
| | Minor revisions/project closures | (414,485) |
| | TOTAL | 948,516 |
| Non-governmental funds | | |
| Magnetti Marelli, Fiat Group | TF/IND/99/009 | 44,248 |
| RCA Holding AG, Switzerland | TF/RUS/99/002 | 275,991 |
| | Minor revisions/project closures | (68,487) |
| | TOTAL | 251,752 |
| Other ^c | | |
| | | 810,772 |
| | GRAND TOTAL (governmental and non-governmental funds) | 11,773,447 |

^a Net approval figures: new projects approved plus changes/revisions to existing projects.

^b Relates to budget for local travel of JPOs at duty station received via UNDP, New York.

^c Includes development finance institution grant trust funds, UNDCP, COMFAR funds and UNIDO-implemented projects funded by other United Nations agencies.

Table 2
Self-financed trust funds ^a

| <i>Donor</i> | <i>Project No.</i> | <i>Amount approved ^b</i> <i>(excluding overheads)</i> <i>(US\$)</i> |
|--|--|--|
| Governmental funds | | |
| Argentina | SF/ARG/96/001 | 591,364 |
| | SF/ARG/99/001 | 404,345 |
| | Subtotal | 995,709 |
| Brazil | SF/BRA/98/001 | 119,010 |
| Côte d'Ivoire | SF/IVC/98/002 | 345,265 |
| India | SF/GLO/99/005 | 358,508 |
| Oman | SF/OMA/99/001 | 143,281 |
| Mauritius | SF/MAR/96/001 | 44,247 |
| Russian Federation | SF/RUS/99/001 | 99,954 |
| | Minor revisions/project closures | (29,699) |
| | TOTAL | 2,076,275 |
| Non-governmental funds | | |
| Textile Research Centre | SF/ARG/90/001 | 8,840 |
| Cellulose and Paper Research Centre | SF/ARG/95/001 | 95,556 |
| Bahrain Development Bank | SF/BAH/99/001 | 44,000 |
| National Industrial Training Service | SF/BRA/96/001 | 115,671 |
| Social Fund for Development | SF/EGY/97/167 | 541,000 |
| Regional African Satellite Communications Organization | SF/RAF/98/003 | 70,031 |
| Saudi Consulting House | SF/SAU/96/002 | 47,200 |
| Islamic Development Bank | SF/SAU/99/001 | 21,914 |
| | SF/SAU/99/002 | 38,736 |
| | Subtotal | 60,650 |
| Turkish Electronic Industrialists Association | SF/TUR/98/001 | 9,163 |
| | Minor revisions/project closures | (57,604) |
| | TOTAL | 934,507 |
| | GRAND TOTAL (governmental and non-governmental funds) | 3,010,782 |

^a Includes projects financed from World Bank loans.

^b Net approval figures: new projects approved plus changes/revisions to existing projects.

THIRD PARTY-FINANCED AND OTHER TRUST FUNDS: NET APPROVALS IN 1999
(Excluding programme support costs)

Figure 1. By region

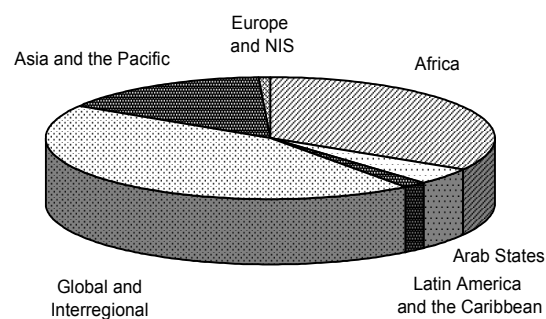
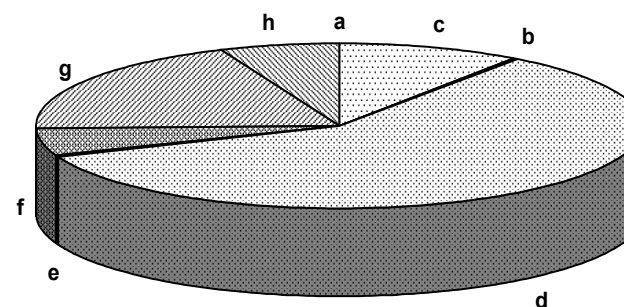


Figure 2. By service module



| Region | US\$ | Percentage | Service module | US\$ | Percentage |
|---------------------------------|-------------------|--------------|--|-------------------|--------------|
| Africa | 3,951,665 | 33.6 | a Industrial policy formulation and implementation (SM1) | 8,145 | 0.1 |
| Arab States | 524,725 | 4.5 | b Statistics and information networks (SM2) | 22,000 | 0.2 |
| Asia and the Pacific | 1,820,950 | 15.5 | c Metrology, standardization, certification and accreditation/Continuous improvement and quality management (SM3, 4) | 1,076,502 | 9.1 |
| Europe and NIS | 85,874 | 0.7 | d Investment and technology promotion (SM5) | 6,562,655 | 55.7 |
| Latin America and the Caribbean | 191,900 | 1.6 | e Energy efficiency/Rural energy development (SM8, 9) | 48,500 | 0.4 |
| Global and Interregional | 5,198,333 | 44.2 | f Environmental policy framework/Cleaner production/ Pollution control and waste management (SM6, 10, 11) | 567,140 | 4.8 |
| TOTAL^a | 11,773,447 | 100.0 | g SME policy framework/Policy for women's entrepreneurship development/Entrepreneurship development (SM13, 14, 15) | 2,154,264 | 18.3 |
| | | | h Upgrading agro-industries and related technical skills (SM16) | 703,069 | 6.0 |
| | | | Other | 631,172 | 5.4 |
| | | | TOTAL | 11,773,447 | 100.0 |

^a Includes Associate Expert programme/IPO travel funds (\$948,516).

SELF-FINANCED TRUST FUNDS: NET APPROVALS IN 1999
(Excluding programme support costs)

Figure 3. By region

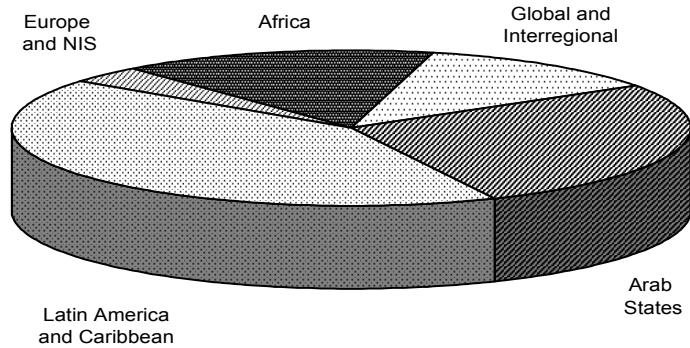
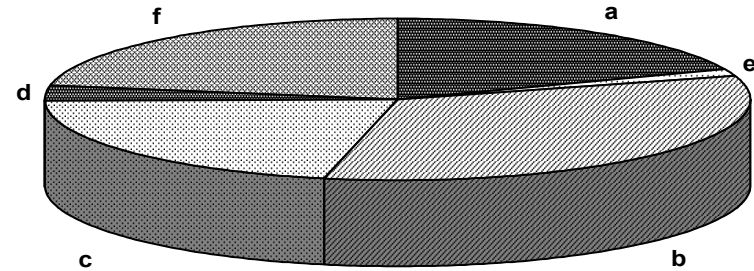


Figure 4. By service module



| Region | US\$ | Percentage | Service module | US\$ | Percentage |
|---------------------------------|------------------|--------------|---|------------------|--------------|
| Africa | 455,321 | 15.1 | a Industrial policy formulation and implementation (SM1) | 571,799 | 19.0 |
| Arab States | 815,372 | 27.1 | b Statistics and information networks (SM2) | 993,805 | 33.0 |
| Asia and the Pacific | 0 | 0.0 | c Investment and technology promotion (SM5) | 642,612 | 21.3 |
| Europe and NIS | 109,119 | 3.6 | d Environmental policy framework/Cleaner production/ Pollution control and waste management (SM6, 10, 11) | 95,556 | 3.2 |
| Latin America and the Caribbean | 1,272,462 | 42.3 | e SME policy framework/Policy for women's entrepreneurship development/Entrepreneurship development (SM13, 14, 15) | 44,000 | 1.5 |
| Global and Interregional | 358,508 | 11.9 | f Upgrading agro-industries and related technical skills (SM16) | 670,792 | 22.3 |
| TOTAL | 3,010,782 | 100.0 | Other | (7,782) | (0.3) |
| TOTAL | 3,010,782 | 100.0 | TOTAL | 3,010,782 | 100.0 |

Table 1
Delivery, by country and source of funds, 1999 ^a
(In US dollars)

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF ^b</i> | <i>Montreal Protocol</i> | <i>Other sources ^c</i> | <i>Total</i> |
|----------------------------------|-----------------------|-----------------|--------------------|-------------------------|--------------------------|-----------------------------------|--------------|
| Africa | | | | | | | |
| Angola | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Benin | 0 | 50,328 | 0 | 0 | 36,052 | 0 | 86,380 |
| Burkina Faso | 429,407 | 0 | 51,553 | 587,621 | 13,850 | 0 | 1,082,431 |
| Burundi | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cape Verde | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central African Republic | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chad | 0 | 91,487 | 0 | 0 | 0 | 0 | 91,487 |
| Comoros | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Democratic Republic of the Congo | 0 | 9,319 | 0 | 0 | 0 | 0 | 9,319 |
| Equatorial Guinea | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Eritrea | 36,491 | 0 | 0 | 0 | 0 | 0 | 36,491 |
| Ethiopia | 23,400 | 0 | 87,178 | 103,322 | 0 | 0 | 213,900 |
| Gambia | 0 | 4,317 | 0 | 0 | 8,607 | 0 | 12,924 |
| Guinea | 436,347 | 295,808 | 0 | 158,364 | 12,197 | 0 | 902,716 |
| Guinea-Bissau | 0 | 377,141 | 0 | 0 | 0 | 0 | 377,141 |
| Lesotho | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Liberia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Madagascar | 0 | 502,607 | 54,078 | 0 | 0 | 0 | 556,685 |
| Malawi | 102,131 | -25,601 | -9,973 | 0 | 0 | 0 | 66,557 |
| Mali | 5,136 | 70,817 | 57,238 | 229,819 | 0 | 0 | 363,010 |
| Mauritania | 0 | 112,038 | 0 | 0 | 0 | 0 | 112,038 |
| Mozambique | 124,062 | 0 | 244,853 | 271,093 | 6,638 | 0 | 646,646 |
| Niger | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rwanda | 150,379 | 0 | 13,453 | 92,404 | 0 | 0 | 256,236 |
| Sao Tome and Principe | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sierra Leone | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Togo | 0 | 186,235 | 0 | 0 | 0 | 0 | 186,235 |
| Uganda | 488,067 | 659,580 | 62,745 | 659,228 | 0 | 0 | 1,869,620 |
| United Republic of Tanzania | 458,680 | 218,362 | 101,800 | 721,530 | 1,793 | 0 | 1,502,165 |
| Zambia | 0 | 181 | 992 | 0 | 0 | 0 | 1,173 |
| Subtotal | 2,254,100 | 2,552,619 | 663,917 | 2,823,381 | 79,137 | 0 | 8,373,154 |

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF^b</i> | <i>Montreal Protocol</i> | <i>Other sources</i> | <i>Total</i> |
|--|-----------------------|-----------------|--------------------|------------------------|--------------------------|----------------------|--------------|
| Latin America and the Caribbean | | | | | | | |
| Haiti | 0 | 0 | 61,655 | 0 | 0 | 0 | 61,655 |
| Subtotal | 0 | 0 | 61,655 | 0 | 0 | 0 | 61,655 |
| Arab States | | | | | | | |
| Djibouti | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Somalia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sudan | 45,610 | 4,779 | 13,614 | 0 | 21,359 | 0 | 85,362 |
| Yemen | 97,839 | 5,006 | 0 | 0 | 4,867 | 0 | 107,712 |
| Subtotal | 143,449 | 9,785 | 13,614 | 0 | 26,226 | 0 | 193,074 |
| Asia and the Pacific | | | | | | | |
| Afghanistan | 0 | 0 | 0 | 0 | 0 | 8,078 | 8,078 |
| Bangladesh | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bhutan | 0 | -125 | 0 | 0 | 0 | 0 | -125 |
| Cambodia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kiribati | 0 | 105 | 0 | 0 | 0 | 0 | 105 |
| Lao People's Democratic Republic | 11,996 | 67,051 | 0 | 29,576 | 0 | 0 | 108,623 |
| Maldives | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Myanmar | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Nepal | 15,391 | -3,602 | 0 | 48,323 | 0 | 0 | 60,112 |
| Samoa | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Solomon Islands | 0 | 153,862 | 35,867 | 0 | 0 | 0 | 189,729 |
| Tuvalu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vanuatu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 27,387 | 217,291 | 35,867 | 77,899 | 0 | 8,078 | 366,522 |
| TOTAL | 2,424,936 | 2,779,695 | 775,053 | 2,901,280 | 105,363 | 8,078 | 8,994,405 |

^a Does not include regional, interregional and global projects or individual fellowships and group training programmes in which LDCs have been involved together with other developing countries.

^b Excluding 13 per cent overhead costs.

^c Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency.

Table 2
New project approvals, by country and source of funds, 1999 ^a
(In US dollars)

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF ^b</i> | <i>Montreal Protocol</i> | <i>Other sources ^c</i> | <i>Total</i> |
|----------------------------------|-----------------------|-----------------|--------------------|-------------------------|--------------------------|-----------------------------------|--------------|
| Africa | | | | | | | |
| Angola | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Benin | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Burkina Faso | 727,000 | 0 | 133,334 | 570,860 | 0 | 0 | 1,431,194 |
| Burundi | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cape Verde | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central African Republic | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chad | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Comoros | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Democratic Republic of the Congo | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equatorial Guinea | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Eritrea | 20,000 | 0 | 0 | 0 | 0 | 0 | 20,000 |
| Ethiopia | 76,500 | 0 | 0 | 3,469,612 | 0 | 0 | 3,546,112 |
| Gambia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Guinea | 472,451 | 0 | 0 | 200,001 | 0 | 0 | 672,452 |
| Guinea-Bissau | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lesotho | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Liberia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Madagascar | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Malawi | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mali | 5,500 | 0 | 129,812 | 0 | 0 | 0 | 135,312 |
| Mauritania | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mozambique | 134,000 | 0 | 0 | 793,000 | 0 | 0 | 927,000 |
| Niger | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rwanda | 151,963 | 0 | 451,200 | 100,001 | 0 | 0 | 703,164 |
| Sao Tome and Principe | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sierra Leone | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Togo | 0 | 256,000 | 0 | 0 | 0 | 0 | 256,000 |
| Uganda | 500,001 | 0 | 930,940 | 1,054,001 | 0 | 0 | 2,484,942 |
| United Republic of Tanzania | 503,001 | 615,600 | 556,000 | 417,001 | 0 | 0 | 2,091,602 |
| Zambia | 0 | 0 | 0 | 0 | 30,000 | 0 | 30,000 |
| Subtotal | 2,590,416 | 871,600 | 2,201,286 | 6,604,476 | 30,000 | 0 | 12,297,778 |

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF^b</i> | <i>Montreal Protocol</i> | <i>Other sources^c</i> | <i>Total</i> |
|--|-----------------------|-----------------|--------------------|------------------------|--------------------------|----------------------------------|--------------|
| Latin America and the Caribbean | | | | | | | |
| Haiti | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Arab States | | | | | | | |
| Djibouti | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Somalia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sudan | 68,000 | 0 | 0 | 0 | 614,968 | 0 | 682,968 |
| Yemen | 118,200 | 0 | 0 | 0 | 40,000 | 0 | 158,200 |
| Subtotal | 186,200 | 0 | 0 | 0 | 654,968 | 0 | 841,168 |
| Asia and the Pacific | | | | | | | |
| Afghanistan | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bangladesh | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bhutan | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cambodia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kiribati | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lao People's Democratic Republic | 16,500 | 0 | 0 | 0 | 0 | 0 | 16,500 |
| Maldives | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Myanmar | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Nepal | 20,100 | 0 | 0 | 0 | 0 | 0 | 20,100 |
| Samoa | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Solomon Islands | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tuvalu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vanuatu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 36,600 | 0 | 0 | 0 | 0 | 0 | 36,600 |
| TOTAL | 2,813,216 | 871,600 | 2,201,286 | 6,604,476 | 684,968 | 0 | 13,175,546 |

^a Does not include regional, interregional and global projects or individual fellowships and group training programmes in which LDCs have been involved together with other developing countries.

^b Excluding 13 per cent overhead costs.

^c Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency.

Table 3
Total net project approvals, by country and source of funds, 1999 ^a
(In US dollars)

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF ^b</i> | <i>Montreal Protocol</i> | <i>Other sources ^c</i> | <i>Total</i> |
|----------------------------------|-----------------------|-----------------|--------------------|-------------------------|--------------------------|-----------------------------------|--------------|
| Africa | | | | | | | |
| Angola | 0 | 0 | 0 | -31,826 | 0 | 0 | -31,826 |
| Benin | 0 | -270,940 | 0 | 0 | 0 | 0 | -270,940 |
| Burkina Faso | -499,999 | 0 | 0 | -570,859 | 0 | 0 | -1,070,858 |
| Burundi | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cape Verde | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central African Republic | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chad | 0 | -27,498 | 0 | 0 | 0 | 0 | -27,498 |
| Comoros | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Democratic Republic of the Congo | 0 | -25,074 | 0 | 0 | 0 | 0 | -25,074 |
| Equatorial Guinea | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Eritrea | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ethiopia | 0 | -17,277 | 19,994 | 0 | 0 | 0 | 2,717 |
| Gambia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Guinea | 0 | 58,495 | 0 | 0 | 0 | 0 | 58,495 |
| Guinea-Bissau | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lesotho | 0 | 155,711 | 812 | 0 | 0 | -4,038 | 152,485 |
| Liberia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Madagascar | 0 | 670,943 | 0 | 0 | 0 | 0 | 670,943 |
| Malawi | 0 | -83,907 | 0 | 0 | 0 | 0 | -83,907 |
| Mali | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mozambique | 0 | 0 | 80,882 | 0 | 0 | 0 | 80,882 |
| Niger | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rwanda | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sao Tome and Principe | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sierra Leone | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Togo | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Uganda | 0 | 51,337 | 0 | 0 | 0 | 0 | 51,337 |
| United Republic of Tanzania | 0 | -13,000 | 0 | 95,993 | 0 | 0 | 82,993 |
| Zambia | 0 | 0 | 2 | 0 | 0 | 0 | 2 |
| Subtotal | -499,999 | 498,790 | 101,690 | -506,692 | 0 | -4,038 | -410,249 |

| <i>Region/country</i> | <i>Regular budget</i> | <i>UNDP/IPF</i> | <i>Trust funds</i> | <i>IDF^b</i> | <i>Montreal Protocol</i> | <i>Other sources^c</i> | <i>Total</i> |
|--|-----------------------|-----------------|--------------------|------------------------|--------------------------|----------------------------------|-----------------|
| Latin America and the Caribbean | | | | | | | |
| Haiti | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Arab States | | | | | | | |
| Djibouti | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Somalia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sudan | 0 | 0 | 0 | 0 | -1,085 | 0 | -1,085 |
| Yemen | 0 | -23,466 | 0 | 0 | 0 | 0 | -23,466 |
| Subtotal | 0 | -23,466 | 0 | 0 | -1,085 | 0 | -24,551 |
| Asia and the Pacific | | | | | | | |
| Afghanistan | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bangladesh | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bhutan | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cambodia | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kiribati | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lao People's Democratic Republic | 0 | -51,149 | 0 | 76,500 | 0 | 0 | 25,351 |
| Maldives | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Myanmar | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Nepal | 0 | 2 | 0 | 0 | 0 | 0 | 2 |
| Samoa | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Solomon Islands | 0 | 117,532 | 0 | 0 | 0 | 0 | 117,532 |
| Tuvalu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vanuatu | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 0 | 66,385 | 0 | 76,500 | 0 | 0 | 142,885 |
| TOTAL | -499,999 | 541,709 | 101,690 | -430,192 | -1,085 | -4,038 | -291,915 |

^a Does not include regional, interregional and global projects or individual fellowships and group training programmes in which LDCs have been involved together with other developing countries.

^b Excluding 13 per cent overhead costs.

^c Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency.

APPENDIX E

REGULAR PROGRAMME OF TECHNICAL COOPERATION

Table 1
Delivery by service module, 1998-1999
(In thousands of US dollars)

| | <i>UNIDO priorities</i> | <i>Consultations with Governments</i> | <i>IDDA</i> | <i>Total</i> |
|--|-----------------------------|---|----------------|----------------|
| Industrial policy formulation and implementation (SM1) | 265.4 | | 175.7 | 441.1 |
| Statistics and information networks (SM2) | 164.6 | | 504.8 | 669.4 |
| Metrology, standardization, certification and accreditation Continuous improvement and quality management (SM3, 4) | 516.5 | | 488.4 | 1,004.9 |
| Investment and technology promotion (SM5) | 292.9 | | 327.1 | 620.0 |
| Energy efficiency Rural energy development (SM8, 9) | 74.0 | | 44.6 | 118.6 |
| Environmental policy framework Cleaner production Pollution control and waste management (SM6, 10, 11) | 518.2 | | 567.3 | 1,085.5 |
| Montreal Protocol (SM12) | 106.5 | | - | 106.5 |
| SME policy framework Policy for women's entrepreneurship development Entrepreneurship development (SM13, 14, 15) | 575.6 | | 348.5 | 924.1 |
| Upgrading agro-industries and related technical skills (SM16) | 395.7 | | 1,422.2 | 1,817.9 |
| Other | 629.7 | 61.4 | - | 691.1 |
| TOTAL | 3,539.1 | 61.4 | 3,878.6 | 7,479.1 |

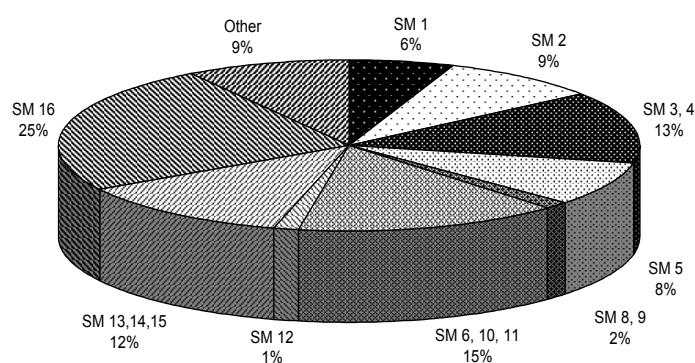
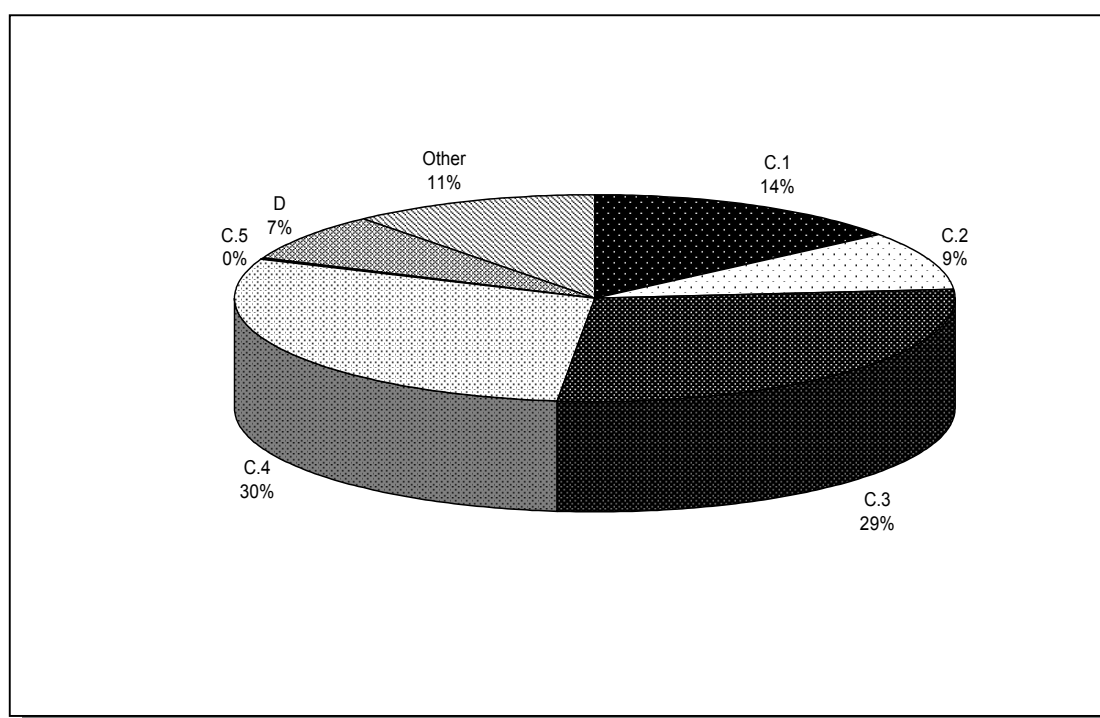


Table 2
Delivery by programme, 1998-1999
(In thousands of US dollars)

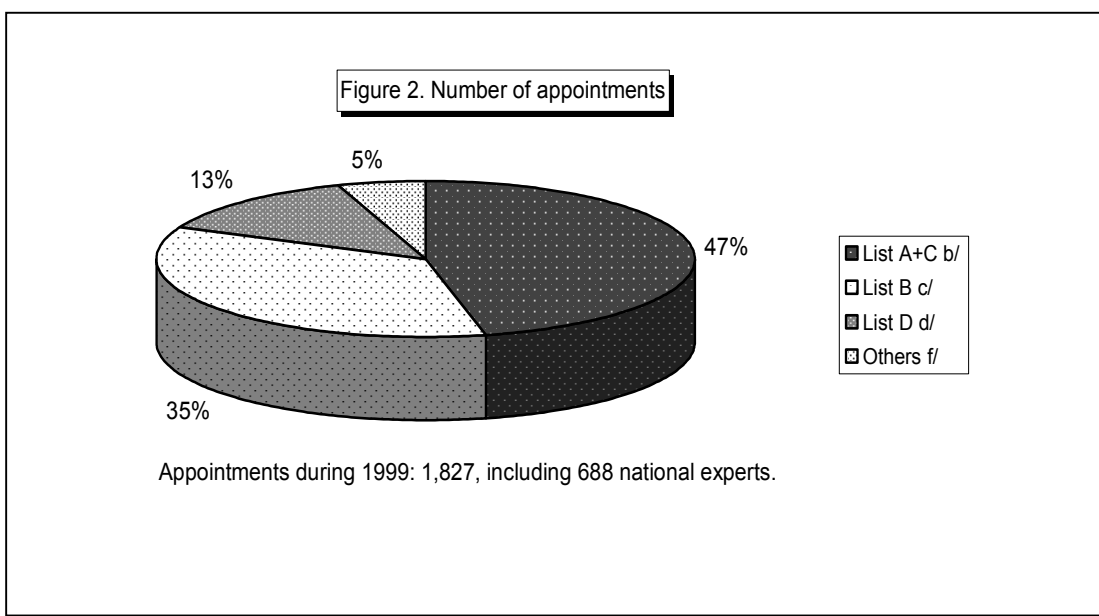
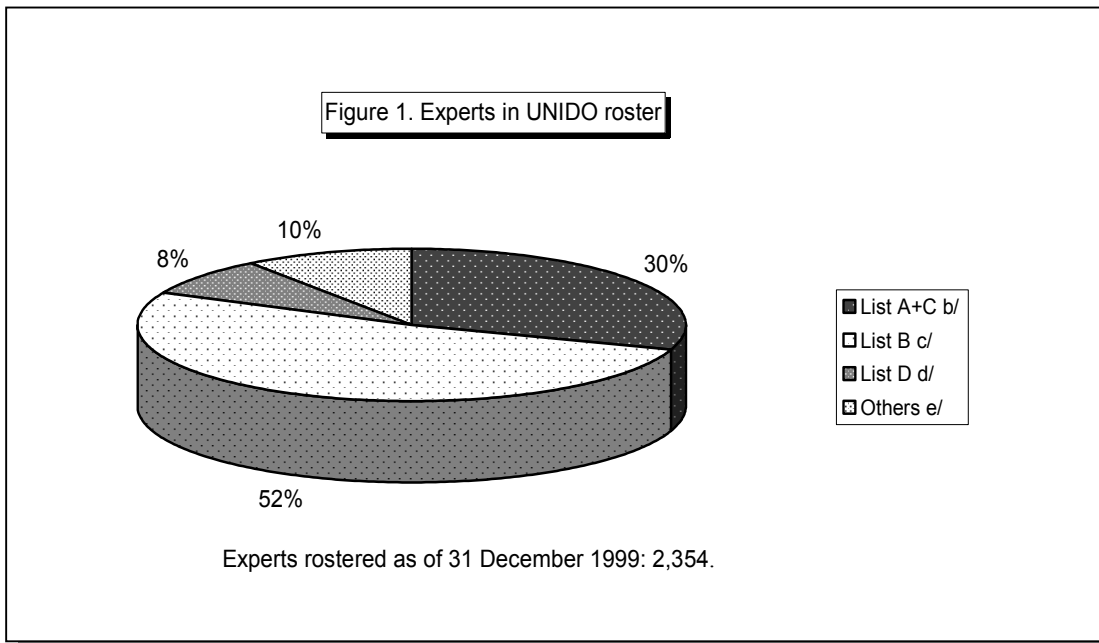
| | <i>UNIDO priorities</i> | <i>Consultations with Governments</i> | <i>IDDA</i> | <i>Total</i> |
|---|-----------------------------|---|----------------|----------------|
| Programme C.1 Industrial Investment, Technology and Information | 530.1 | | 550.8 | 1,080.9 |
| Programme C.2 Industrial Policies and Strategies | 361.1 | | 325.9 | 687.0 |
| Programme C.3 Institutional Capacity-building | 1,133.0 | | 967.7 | 2,100.7 |
| Programme C.4 Integrated Agro-industry Development | 490.8 | | 1,711.1 | 2,201.9 |
| Programme C.5 Other Sectoral Capacity-building | 14.3 | | - | 14.3 |
| Major Programme D: Cleaner and Sustainable Industrial Development | 235.1 | | 323.1 | 558.2 |
| Other | 774.7 | 61.4 | - | 836.1 |
| TOTAL | 3,539.1 | 61.4 | 3,878.6 | 7,479.1 |



APPENDIX F

GEOGRAPHICAL DISTRIBUTION OF EXPERTS

Distribution of experts by groups of countries a/



a/ As of 31 December 1999.
 b/ States in Lists A and C of Annex I to the UNIDO Constitution plus Albania, Cyprus, Greece, Malta, Portugal, Romania and Turkey.
 c/ States in List B of Annex I to the UNIDO Constitution, excluding Cyprus, Greece, Malta, Portugal and Turkey.
 d/ States in List D of Annex I to the UNIDO Constitution, excluding Albania and Romania.
 e/ Includes candidates without clear indication of nationality and 43 candidates from Australia, 57 from Canada, and 115 from the United States of America.
 f/ Includes 6 appointments of experts from Australia, 20 from Canada, 23 from South Africa, and 37 from the United States of America

Appointment of experts, 1999

| <i>Country/area/territory</i> | <i>Number of appointments</i> | <i>Country/area/territory</i> | <i>Number of appointments</i> |
|-------------------------------|-------------------------------|---|-------------------------------|
| France | 119 | Nigeria | 9 |
| United Kingdom | 99 | Ukraine | 9 |
| India | 95 | Uruguay | 9 |
| Italy | 85 | Viet Nam | 9 |
| Russian Federation | 67 | Argentina | 8 |
| Austria | 55 | Croatia | 8 |
| Spain | 54 | Greece | 8 |
| Germany | 49 | Romania | 8 |
| United Republic of Tanzania | 48 | Togo | 8 |
| Japan | 47 | Venezuela | 8 |
| Netherlands | 41 | Mauritius | 7 |
| Guinea | 38 | Australia | 6 |
| United States of America | 37 | Bolivia | 6 |
| Algeria | 34 | Chile | 6 |
| Poland | 34 | Norway | 6 |
| China | 30 | Republic of Korea | 6 |
| Armenia | 29 | Syrian Arab Republic | 6 |
| Hungary | 28 | Ecuador | 5 |
| Czech Republic | 27 | Slovenia | 5 |
| Uganda | 26 | Sudan | 5 |
| Belgium | 25 | Chad | 4 |
| Burkina Faso | 24 | El Salvador | 4 |
| Switzerland | 24 | Nicaragua | 4 |
| Iran, Islamic Republic of | 23 | Yugoslavia | 4 |
| South Africa | 23 | Costa Rica | 3 |
| Brazil | 22 | Denmark | 3 |
| Canada | 20 | Israel | 3 |
| Tunisia | 20 | Jordan | 3 |
| Colombia | 19 | Palestine | 3 |
| Madagascar | 19 | Peru | 3 |
| Philippines | 19 | Thailand | 3 |
| Senegal | 19 | The former Yugoslav Republic of Macedonia | 3 |
| Ghana | 18 | Uzbekistan | 3 |
| Rwanda | 18 | Bosnia and Herzegovina | 2 |
| Belarus | 17 | Cyprus | 2 |
| Zambia | 17 | Jamaica | 2 |
| Zimbabwe | 17 | Lebanon | 2 |
| Sri Lanka | 14 | Portugal | 2 |
| Sweden | 14 | Saudi Arabia | 2 |
| Morocco | 13 | Suriname | 2 |
| Mozambique | 13 | Turkmenistan | 2 |
| Pakistan | 13 | Yemen | 2 |
| Albania | 12 | Bangladesh | 1 |
| Finland | 12 | Benin | 1 |
| Ireland | 12 | Bulgaria | 1 |
| Kenya | 12 | Cameroon | 1 |
| Côte d'Ivoire | 11 | Honduras | 1 |
| Guatemala | 11 | Indonesia | 1 |
| Mexico | 11 | Kyrgyzstan | 1 |
| Turkey | 11 | Lao People's Democratic Republic | 1 |
| Egypt | 10 | Malta | 1 |
| Mali | 10 | Myanmar | 1 |
| Nepal | 10 | Namibia | 1 |
| Slovakia | 10 | Sierra Leone | 1 |
| Cuba | 9 | | |
| Ethiopia | 9 | TOTAL | 1,827 |
| Malaysia | 9 | (111 countries/areas/territories) | |

APPENDIX G

TRAINING ACTIVITIES

Table 1
In-plant group training programmes ^a

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|---|--------------------------|-----------------|----------------------------|------------------------------------|--|-------------|---------------|--|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries ^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants ^c</i> |
| Quality management | X | | | Algeria | 20 | | | 20 |
| Marketing and sales management | X | | | Algeria | 20 | | | 20 |
| Entrepreneurship development programme | X | | | Bahrain | 21 | | 4 | |
| Introduction to accounting and marketing | X | | | Burkina Faso | 6 | 6 | 1 | 6 |
| Quality management | X | | | Burkina Faso | 41 | 41 | 10 | 41 |
| Electricity generation | X | | | China | 3 | | | |
| Survey of enterprises on quality and standardization | X | | | Côte d'Ivoire | 4 | | | 4 |
| Transfer and negotiation of technology | X | | | Côte d'Ivoire | 30 | | 5 | 30 |
| Industrial energy efficiency | X | | | Cuba | 25 | | 5 | |
| Technical assistance network programme | X | | | France | 2 | | | 2 |
| Identification and formulation of project opportunities | X | | | Guinea | 20 | 20 | 4 | 20 |
| Continuous improvement | X | | | Guinea | 25 | 25 | 5 | 25 |
| Hazard analysis and critical control points | X | | | Guinea | 30 | 30 | 8 | 30 |
| ISO 9000 | X | | | Guinea | 30 | 30 | 5 | 30 |
| Quality and competitiveness awareness | X | | | Haiti | 56 | 56 | | |
| Industrial policies | X | | | India | 4 | | | |
| Project preparation and appraisal for Technology Bureau for International Industrial Partnerships | X | | | India | 18 | | 2 | |
| Industrial project preparation and appraisal | | | X | India | 15 | | 2 | 10 |
| Primary treatment of tannery effluent | X | | | India | 51 | | 5 | |
| Application of COMFAR III for project appraisal | X | | | Iran, Islamic Republic of | 15 | | 4 | |

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|---|--------------------------|-----------------|----------------------------|------------------------------------|---|-------------|---------------|---|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants^c</i> |
| Strategic investment promotion | X | | | Ireland | 2 | | 1 | 2 |
| Project preparation and appraisal | X | | | Kazakhstan | 15 | | 5 | |
| Advanced leather works | | | X | Kenya | 10 | 10 | | 10 |
| Footwear/leather goods— basic manufacturing techniques | | | X | Kenya | 6 | 6 | 3 | 6 |
| Industrial policies | X | | | Malaysia | 4 | | | |
| Hides and skins improvement activities | X | | | Namibia | 30 | | 10 | 30 |
| Effluent treatment plant operation | X | | | Nepal | 4 | 4 | | |
| Application of COMFAR III for project preparation and appraisal | X | | | Palestine | 8 | | 2 | |
| Application of COMFAR III for project appraisal | X | | | Saudi Arabia | 15 | | | |
| Industrial policies | X | | | Singapore | 4 | | | |
| Application of COMFAR III for project appraisal | | | X | Syrian Arab Republic | 22 | | | |
| Documentation and information systems | X | | | Uganda | 34 | 34 | 7 | 34 |
| Fields of standards and metrology | X | | | Uganda | 136 | 136 | 5 | 136 |
| Effluent treatment plant operation | X | | | Zimbabwe | 20 | | | 20 |
| Application of COMFAR III for project preparation and appraisal | X | | | Zimbabwe | 22 | | 8 | 22 |

^a Not including training activities organized within the framework of UNIDO-executed field projects.

^b Including participants from NIS.

^c Including participants from African Arab States.

Table 2
Other group training programmes ^a

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|---|--------------------------|-----------------|----------------------------|------------------------------------|--|-------------|---------------|--|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries ^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants ^c</i> |
| COMFAR III Expert—Basic | X | | | Algeria | 11 | | 2 | 11 |
| Investment and technology project preparation and appraisal | X | | | Armenia | 12 | | 4 | |
| Metrology and microbiology: laboratory testing procedures | X | | | Australia | 2 | 2 | | 2 |
| Regional strategies and industrial support services for competitive development | X | | | Austria | 5 | | 1 | |
| COMFAR III Expert—Basic | | X | | Austria | 18 | 1 | 7 | 10 |
| COMFAR III Expert—Basic (3 workshops) | | | X | Austria | 29 | 5 | 12 | 10 |
| COMFAR III Expert—Advanced (3 workshops) | | | X | Austria | 30 | 4 | 7 | 9 |
| Application of COMFAR III for financial appraisal | X | | | Azerbaijan | 18 | | 1 | |
| Energy efficiency and energy policy | X | | | Belgium | 7 | | 1 | |
| Investment strategy | X | | | Bolivia | 30 | | 5 | |
| Food processing | X | | | Botswana | 23 | 23 | 13 | 23 |
| Metrology, quality and standards | | X | | Brazil | 1 | 1 | | |
| Investment and technology | X | | | Brazil | 15 | | 2 | |
| Hazard analysis and critical control points | X | | | Canada | 2 | | | |
| SME networking | | X | | Chile | 21 | | 8 | |
| Bamboo development | X | | | China | 3 | | 1 | |
| OSH training for managers and supervisors in tanneries | X | | | China | 29 | | 16 | |
| Promoting involvement of women in the tanning industry | X | | | China | 32 | | 23 | |
| Gender issues in the tanning industry | X | | | China | 49 | | 22 | |
| International certification and accreditation | | X | | Colombia | 1 | 1 | | |
| International certification and accreditation | | X | | Costa Rica | 2 | 2 | | |
| HACCP in the food industry | X | | | Cuba | 20 | | 8 | |
| Investment promotion and small and medium enterprise development | X | | | Cuba | 28 | | 9 | |

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|---|--------------------------|-----------------|----------------------------|------------------------------------|---|-------------|---------------|---|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants^c</i> |
| Investment promotion and entrepreneurship enhancement in the agro-food sector | X | | | Cuba | 30 | | 11 | |
| Energy efficiency and energy policy | X | | | Finland | 7 | | 1 | |
| Common effluent treatment plant design | | | X | France | 4 | 1 | | |
| Subcontracting and partnership exchange | X | | | France | 18 | | 1 | 17 |
| Subcontracting and partnership exchange | | X | | France | 1 | | | 1 |
| Subcontracting and partnership exchange | X | | | Germany | 2 | | | |
| Municipal waste management | | X | | Ghana | 60 | 40 | 5 | 60 |
| Laser applications: combustion diagnostics and optical techniques | | X | | Ghana | 61 | 1 | 6 | 54 |
| Training of trainers for confidence building in SME development and marketing for women entrepreneurs | X | | | Guatemala | 15 | | 15 | |
| Women entrepreneurs—food processing techniques | X | | | Honduras | 202 | | 202 | |
| Food safety in fruit and vegetable processing | | X | | Hungary | 12 | 6 | 3 | 12 |
| OSH practices in tannery pollution control and abatement and improved processing of leather | | X | | India | 6 | 6 | | |
| OSH practices in tannery pollution control and abatement and improved processing of leather | X | | | India | 5 | | | |
| Common effluent treatment plant design | | | X | India | 5 | 5 | | |
| Handling of hazardous wastes and their disposal | X | | | India | 20 | | | |
| Skill upgrading for women in the tanning industry | X | | | India | 21 | | 21 | |
| Composite materials for building: ceramics from industrial wastes | | | X | India | 32 | | 1 | |
| Cleaner tanning technologies and OSH in tanneries | X | | | India | 57 | | | |
| OSH workshop for managers and supervisors in tanneries | X | | | India | 161 | | | |
| Hazard analysis and critical control points | X | | | Indonesia | 16 | | 5 | |

| Field of study | Type of programme | | | Host country/ territory | Number of participants of which | | | |
|---|-------------------|----------|--------------------|---------------------------------|--|------|--------|--------------------------------------|
| | National | Regional | Inter- regional | | All developing countries ^b | LDCs | Female | African participants ^c |
| Project appraisal and application of COMFAR | X | | | Indonesia | 29 | | 8 | |
| OSH training for managers and supervisors in tanneries | X | | | Indonesia | 70 | | 15 | |
| Quality assurances and standards | X | | | Ireland | 2 | 2 | | 2 |
| Metrology: electrical measurements | X | | | Israel | 1 | 1 | | 1 |
| Coastal zone management: image processing and remote sensing | | | X | Italy | 7 | | 2 | 7 |
| Medicinal and aromatic plants: essential oil extraction from aromatic plants | | | X | Italy | 8 | | 2 | 4 |
| Decision support systems: application of geographical information system techniques for planning and management of industrial areas | | | X | Italy | 12 | | 6 | 5 |
| Common effluent treatment plant design | | | X | Italy | 9 | 5 | 1 | |
| Combinatorial chemistry | | | X | Italy | 37 | | 18 | |
| Laser applications: laser diagnostics of combustion processes | | | X | Italy | 23 | 1 | 2 | 9 |
| Quality and standardization | X | | | Kenya | 3 | 3 | | 3 |
| Women's entrepreneurship development | | | X | Kenya | 10 | 10 | 10 | 10 |
| Investment and technology project preparation and appraisal | X | | | Kyrgyzstan | 7 | | 3 | |
| Credit management | X | | | Lesotho | 50 | 50 | 18 | 50 |
| Skills development | X | | | Lesotho | 135 | 135 | 46 | 135 |
| Review of skills development | X | | | Lesotho | 170 | 170 | 51 | 170 |
| Subcontracting and partnership exchange | | | X | Madagascar | 1 | | | 1 |
| Subcontracting and partnership exchange | | | X | Mexico | 8 | | 2 | |
| Entrepreneurship and business management (multiple activities) | X | | | Micronesia, Federated States of | 415 | | 177 | |
| Hazard analysis and critical control points | | | X | Morocco | 6 | 6 | | |
| Industrial statistics | X | | | Mozambique | 15 | | 3 | 15 |
| Entrepreneurial training and capacity-building | X | | | Mozambique | 48 | 48 | 8 | 48 |

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|--|--------------------------|-----------------|----------------------------|------------------------------------|---|-------------|---------------|---|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants^c</i> |
| Municipal waste management | | X | | Mozambique | 60 | 40 | 5 | 60 |
| Institutional capacity building | X | | | Mozambique | 86 | 86 | 27 | 86 |
| Common effluent treatment plant design | | | X | Netherlands | 4 | | 1 | |
| Women entrepreneurs— marketing confidence building | X | | | Nicaragua | 60 | | 60 | |
| Metrology, quality and standards | | X | | Peru | 2 | 2 | | |
| Bamboo development | X | | | Philippines | 3 | | | |
| Workshop on quantitative surface analysis using x-ray photoelectron spectroscopy | | X | | Republic of Korea | 6 | | 2 | |
| Quality and standardization | X | | | Romania | 3 | 3 | | 3 |
| Investment strategy | X | | | Russian Federation | 12 | | 1 | |
| Training on application of COMFAR (2 workshops) | X | | | Russian Federation | 27 | | 4 | |
| Cleaner production demonstration | X | | | Russian Federation | 15 | | 5 | |
| COMFAR III Expert—Basic | X | | | Russian Federation | 25 | | 14 | |
| Industrial parks | X | | | Slovakia | 20 | | 2 | |
| Training of trainers in entrepreneurship development | X | | | Solomon Islands | 51 | 51 | 22 | |
| Entrepreneurship training | X | | | Solomon Islands | 678 | 678 | 310 | |
| Metrology: mass, density, viscosity, length, volume and flow measurements | X | | | South Africa | 3 | 3 | | 3 |
| Industrial statistics | X | | | Sudan | 15 | 15 | 4 | 15 |
| COMFAR III Expert—Basic (4 workshops) | X | | | Sweden | 50 | | 22 | |
| Decision support systems: sustainable industrial development | | X | | Syrian Arab Republic | 21 | 2 | 5 | 20 |
| Bamboo development | X | | | Thailand | 3 | | | |
| Quality assurance | | X | | Tunisia | 2 | 2 | 1 | |
| Quality and standardization | X | | | Tunisia | 3 | 3 | | 3 |
| Common effluent treatment plant design | | | X | Turkey | 9 | 5 | 1 | |
| Medicinal and aromatic plants: quality improvement of essential oils | | X | | Turkey | 12 | 1 | 6 | 2 |

| <i>Field of study</i> | <i>Type of programme</i> | | | <i>Host country/ territory</i> | <i>Number of participants of which</i> | | | |
|---|--------------------------|-----------------|----------------------------|------------------------------------|---|-------------|---------------|---|
| | <i>National</i> | <i>Regional</i> | <i>Inter- regional</i> | | <i>All developing countries^b</i> | <i>LDCs</i> | <i>Female</i> | <i>African participants^c</i> |
| Master craftsman programme: ISO quality training | X | | | Uganda | 24 | 24 | 11 | 24 |
| Master craftsman programme: training of trainers | X | | | Uganda | 62 | 62 | 35 | 62 |
| Master craftsman programme: district workshops | X | | | Uganda | 545 | 545 | 160 | 545 |
| Legal metrology | X | | | United Kingdom | 1 | 1 | | 1 |
| Assessment of quality management systems | | | X | United Kingdom | 1 | 1 | | |
| Energy efficiency and greenhouse gas emission | X | | | United Kingdom | 7 | | 1 | |
| Investment promotion and project appraisal | X | | | United Republic of Tanzania | 33 | 33 | 6 | 33 |
| Coastal zone management: use of decision support systems for environmental management in coastal and dry areas | | | X | United Republic of Tanzania | 23 | | 4 | 3 |
| Trainers for women's entrepreneurship development | X | | | United Republic of Tanzania | 25 | 25 | 25 | 25 |
| Food-processing technologies— solar drying, packaging for women entrepreneurs | X | | | United Republic of Tanzania | 25 | 25 | 25 | 25 |
| Strategies for strengthening best women entrepreneurs | X | | | United Republic of Tanzania | 30 | 30 | 30 | 30 |
| Women's entrepreneurship development—short courses | X | | | United Republic of Tanzania | 45 | 45 | 45 | 45 |
| Organizational skills development for women entrepreneurs | X | | | United Republic of Tanzania | 50 | 50 | 50 | 50 |
| Municipal waste management | | | X | United Republic of Tanzania | 60 | 40 | 5 | 60 |
| National industrial statistics programme | X | | | Viet Nam | 28 | | 9 | |
| Industrial statistics (2 activities) | X | | | Viet Nam | 86 | | 17 | |

^a Not including training activities organized within the framework of UNIDO-executed field projects.

^b Including participants from NIS.

^c Including participants from African Arab States.

Table 3
Number of fellowships and study tours started in 1999
by nationality/home area, country or territory

Number of individuals placed

| Nationality/home area, country or territory | UNDCP | | | Regular Programme | | | Other programme | | | Total |
|--|-------|--------|-------|-------------------|--------|-------|-----------------|--------|-------|-------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | |
| AFRICA ^a | | | | | | | | | | |
| Benin | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Burkina Faso | 0 | 0 | 0 | 11 | 2 | 13 | 0 | 0 | 0 | 13 |
| Guinea | 4 | 2 | 6 | 23 | 2 | 25 | 0 | 0 | 0 | 31 |
| Kenya | 0 | 0 | 0 | 1 | 0 | 1 | 6 | 1 | 7 | 8 |
| Lesotho | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Madagascar | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 5 | 5 |
| Malawi | 0 | 0 | 0 | 6 | 0 | 6 | 0 | 0 | 0 | 6 |
| Mali | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 |
| Mauritius | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Mozambique | 0 | 0 | 0 | 7 | 3 | 10 | 0 | 0 | 0 | 10 |
| Namibia | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Niger | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Nigeria | 0 | 0 | 0 | 1 | 0 | 1 | 6 | 0 | 6 | 7 |
| Rwanda | 0 | 0 | 0 | 6 | 3 | 9 | 0 | 0 | 0 | 9 |
| South Africa | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Senegal | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Togo | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Uganda | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 2 | 19 | 19 |
| United Republic of Tanzania | 2 | 1 | 3 | 1 | 0 | 1 | 14 | 10 | 24 | 28 |
| Zambia | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 3 | 8 | 8 |
| Zimbabwe | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 6 |
| TOTAL | 8 | 3 | 11 | 57 | 10 | 67 | 65 | 19 | 84 | 162 |
| ARAB REGION | | | | | | | | | | |
| Algeria | 24 | 3 | 27 | 0 | 0 | 0 | 8 | 1 | 9 | 36 |
| Bahrain | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 | 3 |
| Egypt | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Jordan | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Lebanon | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Libyan Arab Jamahiriya | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 | 3 |
| Morocco | 0 | 0 | 0 | 0 | 0 | 0 | 21 | 0 | 21 | 21 |
| Palestine | 0 | 0 | 0 | 5 | 0 | 5 | 0 | 0 | 0 | 5 |
| Saudi Arabia | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 4 |
| Sudan | 2 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 2 | 4 |
| Syrian Arab Republic | 7 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| Tunisia | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 1 | 7 | 7 |
| Yemen | 0 | 0 | 0 | 4 | 0 | 4 | 0 | 0 | 0 | 4 |
| TOTAL | 33 | 3 | 36 | 9 | 0 | 9 | 52 | 2 | 54 | 99 |

| Nationality/home area, country or territory | UNDCP | | | Regular Programme | | | Other programme | | | Total |
|--|-------|--------|-------|-------------------|--------|-------|-----------------|--------|-------|-------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | |
| ASIA AND PACIFIC | | | | | | | | | | |
| Bangladesh | 1 | 0 | 1 | 0 | 0 | 0 | 13 | 0 | 13 | 14 |
| Cambodia | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| China | 1 | 0 | 1 | 0 | 0 | 0 | 35 | 7 | 42 | 43 |
| Democratic People's Republic of Korea | 0 | 0 | 0 | 0 | 0 | 0 | 14 | 1 | 15 | 15 |
| India | 16 | 0 | 16 | 11 | 1 | 12 | 63 | 10 | 73 | 101 |
| Indonesia | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Iran, Islamic Republic of | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Lao People's Democratic Republic | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Malaysia | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Myanmar | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Pakistan | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Philippines | 1 | 0 | 1 | 0 | 0 | 0 | 3 | 5 | 8 | 9 |
| Republic of Korea | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 2 |
| Sri Lanka | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 2 | 7 | 7 |
| Thailand | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 2 |
| Viet Nam | 1 | 0 | 1 | 0 | 0 | 0 | 17 | 7 | 24 | 25 |
| TOTAL | 24 | 2 | 26 | 11 | 1 | 12 | 155 | 32 | 187 | 225 |
| EUROPE AND NIS | | | | | | | | | | |
| Albania | 6 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| Belarus | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Bosnia and Herzegovina | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Bulgaria | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 |
| Croatia | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 5 | 5 |
| Czech Republic | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 5 |
| Denmark | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Hungary | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| The former Yugoslav Republic of Macedonia | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 2 | 6 | 6 |
| Poland | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Romania | 0 | 1 | 1 | 0 | 0 | 0 | 2 | 1 | 3 | 4 |
| Russian Federation | 0 | 0 | 0 | 6 | 1 | 7 | 4 | 5 | 9 | 16 |
| Spain | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Turkmenistan | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Yugoslavia | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| TOTAL | 8 | 1 | 9 | 6 | 1 | 7 | 25 | 11 | 36 | 52 |

| Nationality/home area, country or territory | UNDCP | | | Regular Programme | | | Other programme | | | Total |
|--|-------|--------|-------|-------------------|--------|-------|-----------------|--------|-------|-------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | |
| LATIN AMERICA AND CARIBBEAN | | | | | | | | | | |
| Argentina | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 6 |
| Bolivia | 0 | 0 | 0 | 5 | 1 | 6 | 1 | 0 | 1 | 7 |
| Brazil | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 1 | 8 | 8 |
| Chile | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Costa Rica | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 9 | 26 | 26 |
| Cuba | 0 | 0 | 0 | 4 | 4 | 8 | 7 | 2 | 9 | 17 |
| Dominican Republic | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Ecuador | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| El Salvador | 0 | 0 | 0 | 0 | 0 | 0 | 21 | 6 | 27 | 27 |
| Guatemala | 0 | 0 | 0 | 1 | 0 | 1 | 64 | 8 | 72 | 73 |
| Honduras | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 4 |
| Mexico | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Nicaragua | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 9 | 25 | 25 |
| Paraguay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 |
| Uruguay | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Venezuela | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 2 |
| TOTAL | 0 | 0 | 0 | 10 | 5 | 15 | 155 | 38 | 193 | 206 |
| GRAND TOTAL ^b | 73 | 9 | 82 | 93 | 17 | 110 | 452 | 102 | 554 | 744 |

^a African Arab States included under "Arab Region".

^b Including 128 females, 161 individuals from least developed countries, 235 individuals from African countries (including African Arab States).

Note: Owing to changes introduced in data collection, some placements may not be included.

Table 4
Fellowships and study tours started in 1999 by country, geographical area
or territory of study and source of funds ^a

| Country/ geographic area/ territory of study | UNDP | | | Regular Programme | | | Other programmes | | | Total |
|--|------|--------|-------|-------------------|--------|-------|------------------|--------|-------|-------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | |
| Australia | 2 | 0 | 2 | 0 | 0 | 0 | 11 | 4 | 15 | 17 |
| Austria | 3 | 0 | 3 | 6 | 2 | 8 | 22 | 6 | 28 | 39 |
| Austria (UNIDO Headquarters) | 0 | 0 | 0 | 0 | 2 | 2 | 30 | 5 | 35 | 37 |
| Belgium | 2 | 0 | 2 | 1 | 1 | 2 | 6 | 2 | 8 | 12 |
| Brazil | 0 | 0 | 0 | 2 | 2 | 4 | 2 | 0 | 2 | 6 |
| Burkina Faso | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 2 | 2 | 4 |
| Canada | 0 | 0 | 0 | 2 | 0 | 2 | 1 | 0 | 1 | 3 |
| Chile | 0 | 0 | 0 | 1 | 1 | 2 | 3 | 2 | 5 | 7 |
| China | 3 | 0 | 3 | 2 | 1 | 3 | 11 | 3 | 14 | 20 |
| Hong Kong SAR | 3 | 0 | 3 | 0 | 0 | 0 | 5 | 2 | 7 | 10 |
| Colombia | 0 | 0 | 0 | 1 | 0 | 1 | 5 | 0 | 5 | 6 |
| Costa Rica | 0 | 0 | 0 | 2 | 0 | 2 | 13 | 6 | 19 | 21 |
| Czech Republic | 6 | 0 | 6 | 0 | 0 | 0 | 15 | 3 | 18 | 24 |
| Denmark | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Egypt | 2 | 0 | 2 | 2 | 0 | 2 | 8 | 1 | 9 | 13 |
| El Salvador | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 7 | 18 | 18 |
| Ethiopia | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Finland | 0 | 0 | 0 | 3 | 2 | 5 | 9 | 2 | 11 | 16 |
| France | 23 | 2 | 25 | 17 | 0 | 17 | 62 | 6 | 68 | 110 |
| Germany | 4 | 0 | 4 | 0 | 1 | 1 | 33 | 8 | 41 | 46 |
| Ghana | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| Guatemala | 0 | 0 | 0 | 0 | 0 | 0 | 62 | 5 | 67 | 67 |
| Guinea | 4 | 2 | 6 | 4 | 2 | 6 | 0 | 0 | 0 | 12 |
| Hungary | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 3 | 14 | 14 |
| India | 0 | 0 | 0 | 2 | 1 | 3 | 24 | 0 | 24 | 27 |
| Indonesia | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 2 |
| Ireland | 2 | 1 | 3 | 0 | 0 | 0 | 3 | 0 | 3 | 6 |
| Israel | 0 | 0 | 0 | 1 | 0 | 1 | 8 | 2 | 10 | 11 |
| Italy | 5 | 0 | 5 | 1 | 0 | 1 | 78 | 15 | 93 | 99 |
| Japan | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 1 | 21 | 21 |
| Jordan | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Kenya | 0 | 0 | 0 | 9 | 1 | 10 | 9 | 5 | 14 | 24 |
| Lebanon | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Madagascar | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| Malaysia | 1 | 1 | 2 | 0 | 0 | 0 | 9 | 2 | 11 | 13 |
| Mexico | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 7 | 17 | 17 |
| Nepal | 10 | 2 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 12 |
| Netherlands | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 1 | 8 | 8 |
| Nicaragua | 0 | 0 | 0 | 0 | 0 | 0 | 35 | 10 | 45 | 45 |
| Norway | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Peru | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| Philippines | 0 | 0 | 0 | 3 | 0 | 3 | 0 | 0 | 0 | 3 |
| Poland | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 4 |
| Republic of Korea | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 5 |
| Romania | 3 | 0 | 3 | 2 | 1 | 3 | 0 | 0 | 0 | 6 |
| South Africa | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 8 | 21 | 21 |
| Senegal | 0 | 0 | 0 | 16 | 1 | 17 | 0 | 0 | 0 | 17 |
| Singapore | 2 | 0 | 2 | 0 | 0 | 0 | 7 | 3 | 10 | 12 |

| Country/ geographic area/ territory of study | UNDP | | | Regular Programme | | | Other programmes | | | Total |
|--|-----------|----------|------------|-------------------|-----------|------------|------------------|------------|------------|--------------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | |
| Slovakia | 3 | 1 | 4 | 0 | 0 | 0 | 24 | 4 | 28 | 32 |
| Slovenia | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 4 | 9 | 9 |
| Spain | 0 | 0 | 0 | 0 | 0 | 0 | 32 | 0 | 32 | 32 |
| Sweden | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Switzerland | 6 | 0 | 6 | 0 | 0 | 0 | 35 | 6 | 41 | 47 |
| Thailand | 2 | 0 | 2 | 0 | 0 | 2 | 3 | 0 | 3 | 7 |
| Togo | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| Tunisia | 0 | 0 | 0 | 10 | 2 | 12 | 0 | 0 | 0 | 12 |
| Turkey | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 2 | 14 | 14 |
| United Kingdom | 8 | 0 | 8 | 1 | 0 | 1 | 33 | 6 | 39 | 48 |
| United Republic of Tanzania | 0 | 0 | 0 | 3 | 0 | 3 | 0 | 0 | 0 | 3 |
| United States of America | 2 | 0 | 2 | 0 | 0 | 0 | 14 | 3 | 17 | 19 |
| Zimbabwe | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 5 | 5 |
| TOTAL | 98 | 9 | 107 | 102 | 20 | 122 | 722 | 147 | 869 | 1,098 |

^a Where a fellowship/study tour included more than one country/geographical area/territory, it is listed against each one concerned. Thus the totals in table 4 do not correspond to those in table 3.

Note: Owing to changes introduced in data collection, some placements may not be included.

APPENDIX H**AGREEMENTS CONCLUDED IN 1999****Agreements, memoranda of understanding and joint communiqués with States****Côte d'Ivoire**

Joint communiqué between the Director-General of UNIDO and H.E. Mr. Théophile Ahoua N'Doli, Minister of Industry, Tourism and Small and Medium Enterprises of the Republic of Côte d'Ivoire, signed on 21 October.

Joint communiqué between the United Nations Industrial Development Organization and the Government of the Republic of Côte d'Ivoire on the visit of H.E. Mr. Henri Konan Bédié, President of the Republic of Côte d'Ivoire, on the occasion of the eighth session of the General Conference, signed on 29 November.

Ethiopia

Joint communiqué between the Director-General of UNIDO and H.E. Mr. Kassahun Ayele, Minister of Trade and Industry of Ethiopia, signed on 21 October.

Ghana

Joint communiqué between the Director-General of UNIDO and H.E. Dr. John Abu, Minister for Trade and Industry of Ghana, signed on 13 July.

Basic cooperation agreement between the United Nations Industrial Development Organization and the Government of the Republic of Ghana, signed on 2 December.

Agreement between the United Nations Industrial Development Organization and the Government of the Republic of Ghana regarding the establishment of a UNIDO country office in Ghana covering Benin and Togo, signed on 2 December.

India

Memorandum of understanding between the United Nations Industrial Development Organization and the Ministry of Industry, Government of the Republic of India, signed on 22 March.

Iran, Islamic Republic of

Memorandum of understanding between the Government of the Islamic Republic of Iran and the United Nations Industrial Development Organization concerning the establishment of a UNIDO country office in Tehran, signed on 1 December.

Mali

Joint communiqué between the United Nations Industrial Development Organization and the Government of the Republic of Mali, signed on 18 November.

Mozambique

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Hon. Abilio Bichinho, Vice-Minister of the Ministry of Industry, Trade and Tourism of Mozambique, signed on 25 June.

Republic of Korea

Memorandum of understanding between the Government of the Republic of Korea and the United Nations Industrial Development Organization on the provision of associate experts, signed on 29 October and 5 November.

Russian Federation

Protocol on the framework programme of cooperation between the United Nations Industrial Development Organization and the Russian Federation for the years 1999-2002, signed on 24 August.

Rwanda

Joint communiqué between the Director-General of UNIDO and His Excellency Marc Rugenera, Minister of Commerce, Industry and Tourism of Rwanda, signed on 13 April.

Senegal

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and H.E. Mr. Magued Diouf, Minister of Energy, Mines and Industry of the Republic of Senegal, signed on 13 July.

Slovakia

Agreement between the United Nations Industrial Development Organization and the Government of the Slovak Republic concerning the establishment of a UNIDO investment promotion service in Bratislava, signed on 25 June.

Sri Lanka

Agreement between the United Nations Industrial Development Organization and the Ministry of Industrial Development to establish the national focal point office in Colombo, Sri Lanka, signed on 14 May and 29 June.

Tunisia

Agreement between the United Nations Industrial Development Organization and the Government of Tunisia regarding the establishment of a UNIDO country office in Tunis, signed on 10 June.

Turkey

Agreement between the United Nations Industrial Development Organization and the Government of the Republic of Turkey regarding the establishment of a UNIDO centre for regional cooperation in Turkey, signed on 9 February.

Agreements with the United Nations and specialized agencies

United Nations Development Programme (UNDP)

Letter of agreement between the UNDP Country Office in the Russian Federation and the United Nations Industrial Development Organization on collaboration in the Russian Federation, signed on 25 January.

Letter of understanding between the United Nations Development Programme Country Office in India and the United Nations Industrial Development Organization on collaboration in India, signed on 23 March.

Letter jointly signed by the Director-General of the United Nations Industrial Development Organization and the Administrator of the United Nations Development Programme containing an annex on cooperation at the country level through the industrial development officers system, signed on 24 November.

United Nations Economic and Social Commission for Western Asia (ESCWA) and Arab Industrial Development and Mining Organization (AIDMO)

Joint communiqué on UNIDO/ESCWA/AIDMO cooperation, signed on 6 November.

Agreements with other entities

Automotive Component Manufacturers Association (ACMA)

Memorandum of understanding between the United Nations Industrial Development Organization and the Automotive Component Manufacturers Association, signed on 18 January and 15 March, respectively.

Government of the Republic of Bashkortostan, Russian Federation

Cooperative arrangement between the United Nations Industrial Development Organization and the Government of the Republic of Bashkortostan, Russian Federation, signed on 23 April.

M.V. Lomonosov Moscow State University (MSU)

Memorandum of understanding between the United Nations Industrial Development Organization and M.V. Lomonosov Moscow State University, signed on 30 June.

National Agency of Ukraine for Development and European Integration (NAUDEI)

Agreement between the United Nations Industrial Development Organization and the National Agency of Ukraine for Development and European Integration, Kiev, Ukraine, signed on 2 and 7 September.

National Institute of Cooperative and Mutual Action (INACYM)

Memorandum of understanding between the United Nations Industrial Development Organization and the National Institute of Cooperative and Mutual Action, signed on 17 February.

Palestinian Authority

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister of Industry of the Palestinian Authority, signed on 28 April.

Technology Development Foundation of Turkey (TTGV)

Agreement between the United Nations Industrial Development Organization and the Technology Development Foundation of Turkey concerning the provision of services related to projects identification, formulation and implementation for the ODS phase-out programme in Turkey, signed on 9 November and 2 December.

University of Oxford

Memorandum of understanding between the United Nations Industrial Development Organization and The Chancellor, Masters and Scholars of the University of Oxford, signed on 6 October.

APPENDIX I

COUNTRY PROMOTION PRESENTATIONS

| <i>Country/region/area promoted</i> | <i>Venue</i> | <i>Number of presentations</i> |
|---------------------------------------|--|--------------------------------|
| Africa | Japan (1) | 1 |
| Argentina | Italy (1) | 1 |
| Bahrain | Italy (1) | 1 |
| Bangladesh | Japan (1) | 1 |
| Belarus | Japan (1) | 1 |
| Brazil | France (1) | 1 |
| Bulgaria | Japan (2) | 2 |
| Cambodia | Republic of Korea (3) | 3 |
| Central America | France (1) | 1 |
| Chile | Poland (1) | 1 |
| China | Italy (5), Japan (2) | 7 |
| Côte d'Ivoire | France (9) | 9 |
| Croatia | Japan (1) | 1 |
| Democratic People's Republic of Korea | Italy (1) | 1 |
| Egypt | Italy (11), Japan (1) | 12 |
| Georgia | Japan (1) | 1 |
| Guinea | France (2), Senegal (1) | 3 |
| India | Australia (1), China (1), France (1), Germany (1), Israel (1), Italy (8), Japan (1), Singapore (1), United Kingdom (2) | 17 |
| Indonesia | Japan (2) | 2 |
| Jordan | Italy (7) | 7 |
| Latin America | France (2), Italy (1) | 3 |
| Lebanon | Italy (2), Japan (2) | 4 |
| Malaysia | Italy (1) | 1 |
| Mali | France (1) | 1 |
| Mexico | France (1), Italy (3) | 4 |
| Morocco | Italy (1) | 1 |
| Mozambique | Italy (1) | 1 |
| Nicaragua | France (1) | 1 |
| Niger | France (1) | 1 |
| Nigeria | France (1) | 1 |
| Philippines | Italy (1) | 1 |
| Romania | Japan (1) | 1 |
| South Africa | Italy (1), Japan (1), Republic of Korea (1) | 3 |
| Sri Lanka | Japan (1) | 1 |
| Thailand | Italy (1) | 1 |
| Tunisia | Italy (1), Japan (1), Republic of Korea (1) | 3 |
| Turkey | Japan (1) | 1 |
| Uganda | Greece (1), Italy (2) | 3 |
| Viet Nam | Italy (2) | 2 |

Total: 39 countries/regions/areas promoted at 107 presentations held in 13 countries.

APPENDIX J

PURCHASE ORDERS PLACED AND CONTRACTS AWARDED

| | <i>Number</i> | <i>Per cent</i> | <i>Value (Millions of US\$)</i> | <i>Per cent</i> |
|---|---------------|-----------------|-------------------------------------|-----------------|
| Purchase orders placed | | | | |
| Technical cooperation (all funds) whereof: | 959 | | 14.1 | |
| (a) Developing countries | 578 | 60.3 | 5.1 | 36.2 |
| (b) Underutilized major donor countries ^a | 28 | 3.0 | 0.68 | 4.8 |
| Headquarters and others | 728 | | 2.00 | |
| Contracts awarded | | | | |
| Technical cooperation (all funds) whereof: | 234 | | 25.34 | |
| (a) Developing countries | 155 | 66.2 | 13.67 | 54.0 |
| (b) Underutilized major donor countries ^a | 2 | 0.9 | 0.39 | 1.5 |
| Headquarters and others | 211 | | 16.77 | |

^a As defined by the United Nations Development Programme, underutilized major donor countries are: Denmark, Netherlands, Norway and Sweden.

APPENDIX K

FIELD REPRESENTATION

Table 1
UNIDO field representation as of 31 December 1999

| | <i>UR</i> | <i>UND/ UNFP</i> | <i>NPO/APO</i> | <i>AE</i> | <i>JPO</i> | <i>Driver</i> | <i>Other GS</i> | <i>Total</i> |
|--------------------------------|-----------|----------------------|----------------|-----------|------------|---------------|-----------------|--------------|
| AFRICA | | | | | | | | |
| Burkina Faso | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 |
| Cameroon | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Côte d'Ivoire | 0 | 0 | 0 | 3 | 0 | 1 | 0 | 4 |
| Eritrea | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Ethiopia | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Ghana | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Guinea | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 3 |
| Kenya | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 5 |
| Madagascar | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Mali | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Mozambique | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 |
| Nigeria | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 4 |
| Senegal | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Togo | 0 | 1 ^a | 1 | 0 | 0 | 1 | 1 | 4 |
| Uganda | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| United Republic of Tanzania | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Zambia | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Zimbabwe | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| TOTAL | 10 | 1 | 2 | 7 | 12 | 11 | 11 | 54 |
| ARAB STATES | | | | | | | | |
| Algeria | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 2 |
| Egypt | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 4 |
| Lebanon | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 2 |
| Sudan | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Tunisia | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Yemen | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| TOTAL | 4 | 0 | 0 | 0 | 3 | 2 | 4 | 13 |

| | UR | UND/ UNFP | NPO/APO | AE | JPO | Driver | Other GS | Total |
|------------------------------------|----|----------------|---------|----|-----|--------|----------|-------|
| ASIA AND PACIFIC | | | | | | | | |
| India | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Indonesia | 1 | 0 | 0 | 0 | 1 | 1 | 2 | 5 |
| Iran, Islamic Republic of | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Pakistan | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Philippines | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 3 |
| Sri Lanka | 0 | 1 ^a | 0 | 0 | 0 | 0 | 0 | 1 |
| Thailand | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Viet Nam | 1 | 0 | 1 | 0 | 2 | 1 | 1 | 6 |
| TOTAL | 4 | 1 | 1 | 0 | 4 | 5 | 6 | 21 |
| EUROPE AND NIS | | | | | | | | |
| Turkey | 0 | 1 | 0 | 0 | 1 | 1 | 1 | 4 |
| Ukraine | 0 | 1 ^a | 0 | 0 | 0 | 0 | 0 | 1 |
| Uzbekistan | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 3 |
| TOTAL | 0 | 2 | 1 | 0 | 1 | 2 | 2 | 8 |
| LATIN AMERICA AND CARIBBEAN | | | | | | | | |
| Argentina | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Bolivia | 1 | 0 | 0 | 0 | 1 | 0 | 2 | 4 |
| Colombia | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 2 |
| Cuba | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Ecuador | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Honduras | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Mexico | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Nicaragua | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 |
| Uruguay ^b | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| TOTAL | 5 | 0 | 1 | 1 | 3 | 3 | 5 | 18 |
| UNIDO HEADQUARTERS | | | | | | | | |
| Austria | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 5 |
| TOTAL | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 5 |
| GRAND TOTAL | 23 | 4 | 5 | 13 | 23 | 23 | 28 | 119 |

^a UNIDO National Focal Point.

^b UNIDO Representative/Head of Regional Office.

Table 2
Junior Professional Officers and Associate Experts financed in 1999
(In work months)

| <i>Donor Government</i> | <i>Junior Professional Officers</i> | <i>Associate Experts</i> | <i>Total</i> |
|-------------------------|-------------------------------------|--------------------------|--------------|
| Austria | 0.0 | 24.0 | 24.0 |
| Belgium | 48.3 | 9.0 | 57.3 |
| Denmark | 55.0 | 12.0 | 67.0 |
| Germany | 18.2 | 0.0 | 18.2 |
| Italy | 0.0 | 24.0 | 24.0 |
| Netherlands | 128.0 | 43.0 | 171.0 |
| Norway | 33.3 | 0.0 | 33.3 |
| Russian Federation | 0.0 | 12.0 | 12.0 |
| TOTAL | 282.8 | 124.0 | 406.8 |

APPENDIX L

COMPOSITION OF THE SECRETARIAT AND PERSONNEL-RELATED INFORMATION

Table 1
Composition of Headquarters staff of the UNIDO Secretariat, 31 December 1999

| <i>Grade</i> | <i>Male</i> | <i>%</i> | <i>Female</i> | <i>%</i> | <i>Total</i> |
|-----------------|-------------|-----------|---------------|-----------|-------------------------|
| D-2 | 5 | 100 | 0 | 0 | 5 |
| D-1 | 24 | 96 | 1 | 4 | 25 |
| P-5 | <u>52</u> | <u>81</u> | <u>12</u> | <u>19</u> | <u>64</u> |
| Subtotal | 81 | 86 | 13 | 14 | 94 |
| P-4 | 76 | 86 | 12 | 14 | 88 |
| P-3 | 23 | 62 | 14 | 38 | 37 |
| P-2/1 | <u>5</u> | <u>33</u> | <u>10</u> | <u>67</u> | <u>15</u> |
| Subtotal | 104 | 74 | 36 | 26 | 140 |
| TOTAL | <u>185</u> | <u>79</u> | <u>49</u> | <u>21</u> | <u>234</u> ^a |
| General Service | <u>135</u> | <u>36</u> | <u>237</u> | <u>64</u> | <u>372</u> |
| GRAND TOTAL | 320 | 53 | 286 | 47 | 606 ^b |

^a Includes staff members serving under the 200 series.

^b Includes 35 staff members (28 Professional, 7 General Service) on assignments outside Headquarters (see table 4).

Table 2
Composition of staff in posts subject to geographical distribution,
31 December 1999

| <i>Grade</i> | <i>Male</i> | <i>%</i> | <i>Female</i> | <i>%</i> | <i>Total</i> |
|--------------|-------------|-----------|---------------|-----------|--------------|
| D-2 | 5 | 100 | 0 | 0 | 5 |
| D-1 | 20 | 95 | 1 | 5 | 21 |
| P-5 | <u>45</u> | <u>80</u> | <u>11</u> | <u>20</u> | <u>56</u> |
| Subtotal | 70 | 85 | 12 | 15 | 82 |
| P-4 | 75 | 87 | 11 | 13 | 86 |
| P-3 | 21 | 60 | 14 | 40 | 35 |
| P-2/1 | <u>5</u> | <u>36</u> | <u>9</u> | <u>64</u> | <u>14</u> |
| Subtotal | 101 | 75 | 34 | 25 | 135 |
| TOTAL | <u>171</u> | <u>79</u> | <u>46</u> | <u>21</u> | <u>217</u> |

Table 3
Recruitment of staff, 1999 ^a

| | <i>Male</i> | <i>Female</i> | <i>Total</i> |
|--|-------------|---------------|--------------|
| Professional candidates rostered | 159 | 70 | 229 |
| Professional candidates rostered from List A and C | 113 | 52 | 165 |
| Professional-level posts advertised during 1999 | - | - | 27 |

^a One staff member (male) was appointed under the 200 series during 1999 as UNIDO Representative at the L-6 level from List C.

Table 4
**Composition of staff at UNIDO Headquarters and other established offices,
31 December 1999**

| | <i>Headquarters</i> | <i>Geneva New York</i> | <i>Field</i> | <i>Mission assignments</i> | <i>ITPOs ^a</i> | <i>Total</i> |
|-----------------|---------------------|----------------------------|-----------------|--------------------------------|---------------------------|--------------|
| Professional | 206 | 2 | 22 | 6 | 11 | 247 |
| General Service | <u>365</u> | <u>1</u> | <u>42</u> | <u>6</u> | <u>8</u> | <u>422</u> |
| TOTAL | 571 ^b | 3 ^c | 64 ^d | 12 ^e | 19 ^f | 669 |

^a Investment and Technology Promotion offices.

^b Excludes 35 staff members on assignment outside Headquarters (see table 1).

^c Includes 3 with Headquarters contracts.

^d Includes 18 with Headquarters contracts.

^e Includes 12 with Headquarters contracts.

^f Includes 2 with Headquarters contracts.

APPENDIX M

SELECTED PUBLICATIONS ISSUED IN 1999 ^a

| | <i>ISBN number/ Order number</i> ^b | <i>Co-Publisher</i> | <i>Language</i> |
|--|---|---------------------|-----------------|
| African Leather | | | E |
| Arab Regional Forum on Industry. Enhancing the Competitiveness of the Industrial Sector to Meet the Challenges of Globalization | | | E |
| Asia-Pacific Regional Forum on Industry. Vision and Challenges for Sustainable Industrial Development: Lessons from Asian Crisis | | | E |
| African Industry 2000: The Challenge of Going Global | 92-1-106402-3 ID/408 | | E |
| Capacity-building for Private Sector Development in Africa | | | E |
| Case Study on the Operation of three Romanian Business Centres | | | E |
| Cleaner Production Case Studies: Food Processing, Pulp and Paper and Textile Processing Sectors | | | E |
| Competition and the World Economy | 1-84064-192-4 | Edward Elgar | E |
| Composting—A Technological Assessment | | | E |
| Entrepreneurship and Enterprise Development in Transition Economies | | | E |
| Environmentally Sound Industrial Development | | | E |
| Financing of Private Enterprise Development in Africa | | | E |
| Guidelines for the Formulation of Integrated Programmes | | | E, F, S |
| Impact of the Partnership Programme: Phase I | | | E |
| Industrial Sector Survey on the Potential for Non-oil Manufactured Exports: Islamic Republic of Iran | | | E |
| The International Yearbook of Industrial Statistics 1999 | 1-84064-051-0 | Edward Elgar | E |
| SME Cluster and Network Development in Developing Countries | | | E |
| Supporting Private Industry | | | E, F, S |
| Training Package for Women Entrepreneurs and Managers | | | C |
| Viet Nam: Trade and Industry Policies for Integration | | | E |
| World Information Directory of Industrial Technology and Investment Support Services | ID/402/Rev.1 | | E |

^a Includes publications prepared jointly with other organizations.

^b Sales publications.

Note: Information can be obtained from publications@unido.org or <http://www.unido.org> (on-line services).

APPENDIX N

EXPERT GROUP MEETINGS, SYMPOSIA, SEMINARS, WORKSHOPS, COURSES AND OTHER MEETINGS OF A NON-TRAINING CHARACTER HELD DURING 1999^a

| <i>Date</i> | | <i>Place</i> |
|----------------------|--|-------------------------|
| 22-24 January | Small and medium enterprises workshop | Bratislava Slovakia |
| 25-29 January | National seminar on advanced technology for globalizing industrial information | Accra Ghana |
| 1-2 February | Expert group meeting on international quality and environmental standards—Non-tariff barriers to trade? | Addis Ababa Ethiopia |
| 2-3 February | Industrial investment forum for Lebanon | Beirut Lebanon |
| 4-5 February | Workshop on micro-finance | Yerevan Armenia |
| 12 February | Roundtable meeting on the establishment of national cleaner production centres in Estonia, Latvia and Lithuania | Vienna Austria |
| 22-23 February | Expert group meeting on international quality and environmental standards—Non-tariff barriers to trade? | Cairo Egypt |
| 3-5 March | Forum on the future competitiveness of African economies | Dakar Senegal |
| 6-8 March | India Intechmart for the leather goods sector | Calcutta India |
| 10 March | Seminar on technology transfer | Ljubljana Slovenia |
| 10-12 March | Consultation workshop on the preparation of didactic materials for integrated coastal area management | Trieste Italy |
| 15 March | Panel discussion on supporting small businesses: Does it make sense? | Paris France |
| 16-18 March | Total quality management seminar | Hanoi Viet Nam |
| 19-20 March | Intechmart West Bengal | Calcutta India |
| 21-25 March | Workshop on environmentally degradable polymers: Polymeric materials and the environment | Doha Qatar |
| 28 March- 3 April | Seminar on advanced technology for globalizing industrial information | Yaoundé Cameroon |
| 7-9 April | ESCAP/UNIDO regional forum on the implications of the East Asian crisis on sustainable industrial and technological development in Asia and the Pacific and the world at large | Bangkok Thailand |
| 13-16 April | International conference on waste and by-products as secondary resources for building materials | New Delhi India |

| <i>Date</i> | | <i>Place</i> |
|-------------|--|----------------------------|
| 14-16 April | Programme and Budget Committee, fifteenth session | Vienna Austria |
| 20-21 April | Expert group meeting on international quality and environmental standards—Non-tariff barriers to trade? | Warsaw Poland |
| 26-28 April | Expert group meeting on future strategies for industrial utilization of medicinal and aromatic plants | Trieste Italy |
| 3 May | Teleconference Montreal/Tunis/Vienna | Vienna Austria |
| 4-7 May | Expert consultations on private sector development in Kenya | Nairobi Kenya |
| 10-12 May | National seminar on advanced technology for globalizing industrial information | Khartoum Sudan |
| 11-13 May | Second international conference on crop protection chemicals—Present developments and future prospects into the next millenium | Nantong China |
| 15-18 May | Seminar on natural treatment systems for effluent | Chennai India |
| 20 May | Regional conference on industrial development and economic cooperation in Central and Eastern Europe and the NIS | Vienna Austria |
| 24 May | Panel discussion on opening for business: African industry and the impact of globalization | Cairo Egypt |
| 24-26 May | Workshop on business creation for industrial exploitation of medicinal and aromatic plants | Beijing China |
| 2-5 June | Asia-Pacific economic cooperation investment mart | Seoul Republic of Korea |
| 8-10 June | OECD/UNIDO Forum on Entrepreneurship and Enterprise Development. Working group I: Institutional framework for entrepreneurship | Istanbul Turkey |
| 8-11 June | SUBEX Fair '99 | Antananarivo Madagascar |
| 10-11 June | Carthage Investment Forum: The gateway to the European market | Tunis Tunisia |
| 13-15 June | Second meeting of the panels of advisors on establishment of the International Materials Assessment and Application Centre | Beijing China |
| 14-15 June | Expert group meeting on cleaner chemical technologies based on catalysis | Trieste Italy |
| 17-18 June | International Materials Assessment and Application Centre forum on sustainable development of the materials sector | Beijing China |
| 22-24 June | OECD/UNIDO Forum on Entrepreneurship and Enterprise Development. Working group II: Support services and financial instruments for entrepreneurship | Istanbul Turkey |

| <i>Date</i> | | <i>Place</i> |
|----------------------------|--|--|
| 23 June | Programme and Budget Committee, resumed fifteenth session | Vienna Austria |
| 23-25 June | Industrial Development Board, twenty-first session | Vienna Austria |
| 28 June- 1 July | National seminar on advanced technology for globalizing industrial information | Lusaka Zambia |
| 5-6 July | Expert group meeting on institutionalized cooperation between UNIDO and selected research institutions | Vienna Austria |
| 11-12 July | UNCTAD/UNIDO regional seminar on the enhancement of women entrepreneurs' participation in economic activities | Ouagadougou Burkina Faso |
| 11, 13 July | Seminar on cooperation with industry to improve competitiveness, increase energy efficiency and protect the environment | Cairo Egypt |
| 13 July | First meeting of the Patrons Group of Heads of State and Government of the Alliance for Africa's Industrialization | Algiers Algeria |
| 20-22 July | Workshop on preparation of feasibility studies | Lahore Pakistan |
| 3-5 August | Workshop on preparation of feasibility studies | Karachi Pakistan |
| 9-11 August | All-India seminar on bamboo development | New Delhi India |
| 15-18 August | Expert group meeting for the formulation of a regional strategy for cleaner production of seed protecting additives | Arusha United Republic of Tanzania |
| 29 August- 2 September | Workshop on environmentally degradable plastics materials based on natural resources | Shanghai China |
| 13 September | UNIDO/Latin America Forum: What's ahead for post-reform Latin America—Detour and dangers or drive and determination | Vienna Austria |
| 13-15 September | Awareness seminar on the implementation of the national network on industrial information | Dakar Senegal |
| 20 September | Seminar on upgrading the textile industry: The relevance of the Tunisian experience for Egypt | Cairo Egypt |
| 23-24 September | Asia-Pacific regional forum on industry. Vision and challenges for sustainable industrial development: Lessons from the Asian Crisis | Bangkok Thailand |
| 29 September | Panel discussion on reforming reforms: A new approach for strengthening real economies in emerging markets | Washington D.C. United States of America |
| 29-30 September | First business round table on strategic partnerships and investment | Ufa Russian Federation |
| 29 September- 1 October | Regional seminar on practical experience of wet-white and clean technology leather process in ESALIA countries | Nyeri Kenya |

| <i>Date</i> | | <i>Place</i> |
|---------------------------|---|------------------------------|
| 4-8 October | International workshop on environmentally degradable plastics | Smolenice Slovakia |
| 4-15 October | Workshop on industrial restructuring and enhancing competitiveness | Budapest Hungary |
| 8 October | Climate change: What can and should be done? Global cooperation for cost-effective abatement and sustainable development | Vienna Austria |
| 11-12 October | Workshop on industry and sustainable development | Trieste Italy |
| 14-15 October | Validation workshop on new industrial policies in Rwanda | Kigali Rwanda |
| 18-19 October | Seminar on integrated programmes | Vienna Austria |
| 18-19 October | Meeting of the intergovernmental committee of experts of the whole on industrialization in Africa | Dakar Senegal |
| 18-22 October | Regional workshop on the dynamics and implications of establishing public-private sector consultative mechanisms in Africa | Dakar Senegal |
| 20-21 October | Conference on industrial partnerships and investment in Africa | Dakar Senegal |
| 20-22 October | Review of options to support African countries' participation in industrial aspects of the clean development mechanism | Vienna Austria |
| 22-23 October | Fourteenth meeting of the Conference of African Ministers of Industry | Dakar Senegal |
| 24-28 October | Workshop on remediation technologies: Applicability and economic viability in Northern Africa and the Middle East | Giza Egypt |
| 25-30 October | Forum on sustainable industrial development for the copper mining sector | Porto Portugal |
| 31 October- 3 November | Forum on sustainable industrial development for the copper mining sector | Seville Spain |
| 3-5 November | ECO investment forum | Huzhou City China |
| 6-7 November | Arab regional forum on industry: Enhancing the competitiveness of the industrial sector to meet the challenges of globalization | Cairo Egypt |
| 8-11 November | SADC regional workshop on project appraisal and monitoring, with focus on understanding business | Johannesburg South Africa |
| 10-11 November | Total quality management summary meeting | Tokyo Japan |
| 11-12 November | Seminar on technology, machinery and equipment for tanneries, footwear and leather-based industries | Colombo Sri Lanka |
| 13 November | Seminar on low-cost tannery effluent treatment alternatives | Modjo Ethiopia |

| <i>Date</i> | | <i>Place</i> |
|----------------------------|--|---|
| 16-20 November | International workshop on materials design and selection | Trieste Italy |
| 17-19 November | OECD/UNIDO Forum on Entrepreneurship and Enterprise Development | Istanbul Turkey |
| 22-23 November | Small and medium enterprise policy formulation workshop | Dar-es-Salaam United Republic of Tanzania |
| 25 November | Ad hoc expert group meeting on the Yumaguzinsky Dam project in the republic of Bashkortostan, Russian Federation | Vienna Austria |
| 29 November | Industrial Development Board, resumed twenty-first session | Vienna Austria |
| 29 November- 1 December | Forum on sustainable industrial development | Vienna Austria |
| 29 November- 1 December | Workshop on the significance of transgenic plants for developing countries | Basel Switzerland |
| 29 November- 3 December | General Conference, eighth session | Vienna Austria |
| 30 November | First meeting of the Bureau of the fourteenth meeting of the Conference of African Ministers of Industry | Vienna Austria |
| 2-3 December | Technical meeting on business strategy and technology benchmarking | Vienna Austria |
| 2-3 December | Expert group meeting on industrial energy efficiency, cogeneration and climate change | Vienna Austria |
| 6-8 December | Capacity-building framework: Options for industry in Africa under the clean development mechanism | Vienna Austria |
| 7-9 December | Meeting on technology foresight: A UNIDO-ICS initiative for Latin America | Trieste Italy |
| 7-10 December | International workshop on technology transfer negotiation and plant level technology needs assessment | New Delhi India |
| 8-10 December | Regional seminar on the development of agro-based industries, sustainable utilization of biological resources | Santa Cruz Bolivia |
| 10-12 December | Destination Madhya Pradesh | Khajuraho India |
| 13-16 December | International meeting of entrepreneurs on manufacturing materials for low-cost housing | Bangalore India |
| 14 December | Awareness workshop on normalization, quality evaluation and metrology | Kigali Rwanda |
| 21 December | Meeting on sustainable industrial development options for Lake Sevan, Armenia | Vienna Austria |

^a Includes meetings sponsored jointly with other organizations.

APPENDIX O

SELECTED PERFORMANCE INDICATORS

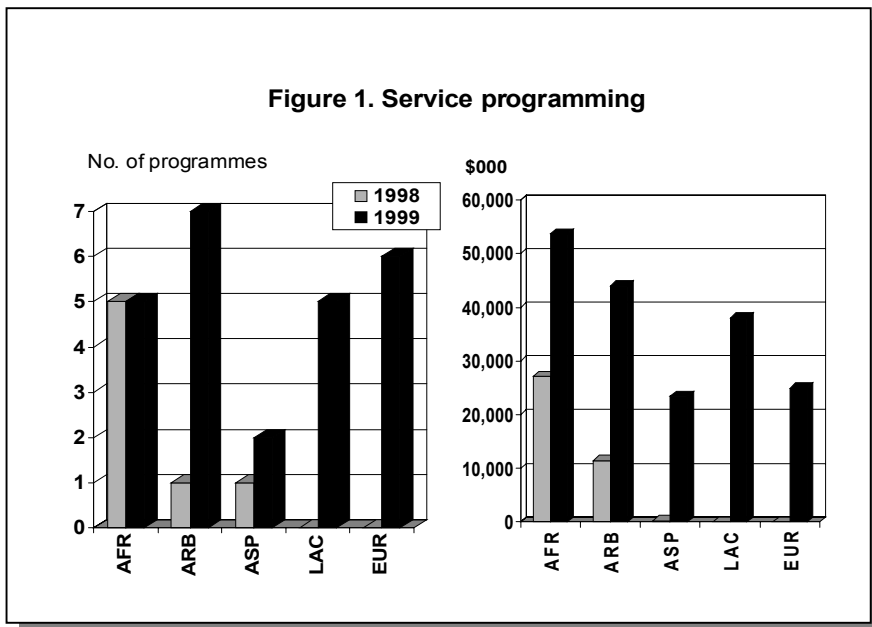


Figure 1 provides information on the level of integrated programmes. In 1998, preparation of integrated programmes was limited to Africa, while in 1999 integrated programmes were prepared for all regions. Total budget for the programmes is \$198.4 million (chapter III.A).

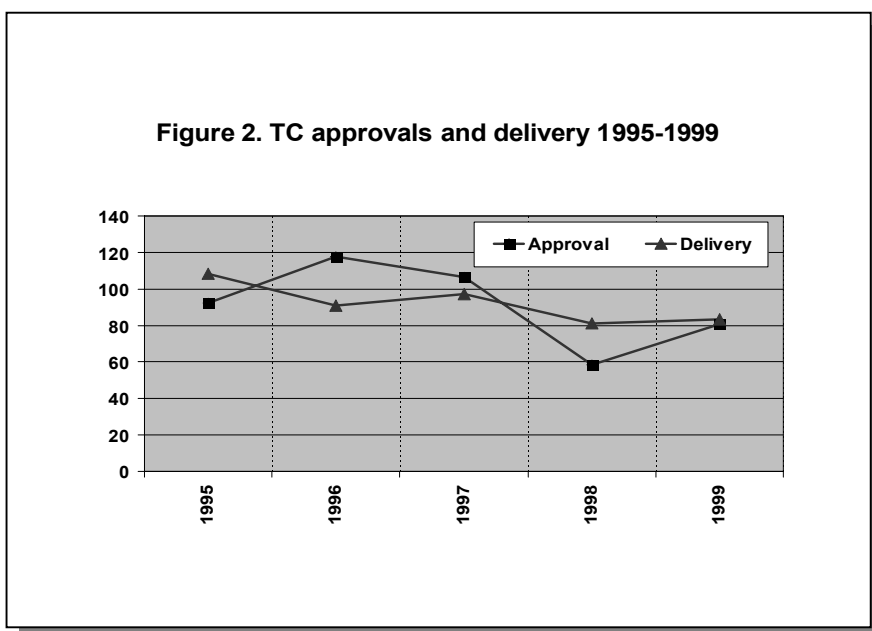


Figure 2 shows the recovery in technical cooperation approvals and delivery (chapter III.E), which had declined in 1998 owing to the effects of the transformation exercise.

Figure 3. Number of staff in administration and management—change in 1999

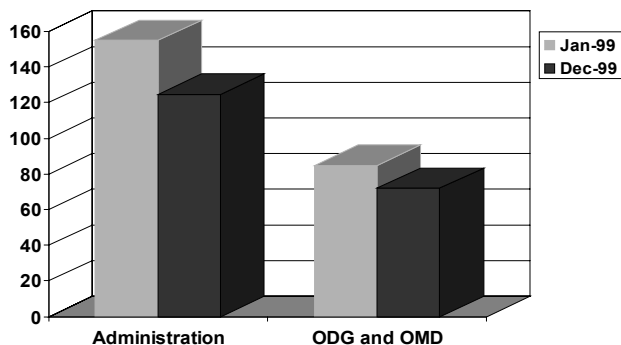


Figure 3 reflects the considerable downsizing of administration and management. During 1999, the number of staff in administrative services and management was reduced by 31 per cent due to separation, transfer and reorganization.

Figure 4. TC vs. RB + OB
Comparison of actual expenditures

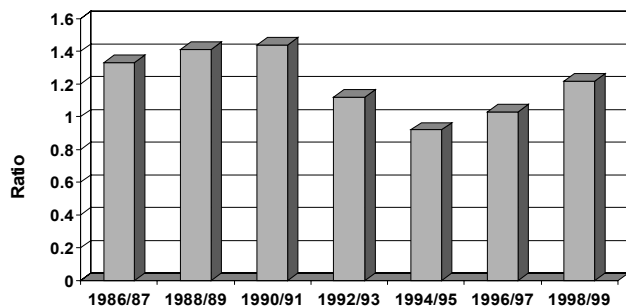


Figure 4 indicates “leverage ratios” over five years. The recent upward trend indicates that for a given amount of regular and operational budgets, UNIDO delivers more technical cooperation, which suggests an improvement in operational efficiency.

Figure 5. Project cycle

| Average number of weeks between screening and approval | |
|--|------|
| 1996 | 1999 |
| 19.9 | 10.6 |

Figure 5 shows the extent to which the project cycle has been speeded up. The average number of weeks between screening and approval was reduced 47 per cent from 1996 to 1999. Speeding up of processes is observed in other stages of the project cycle.

Figure 6. Project effectiveness
Result of evaluation: 1995-1999

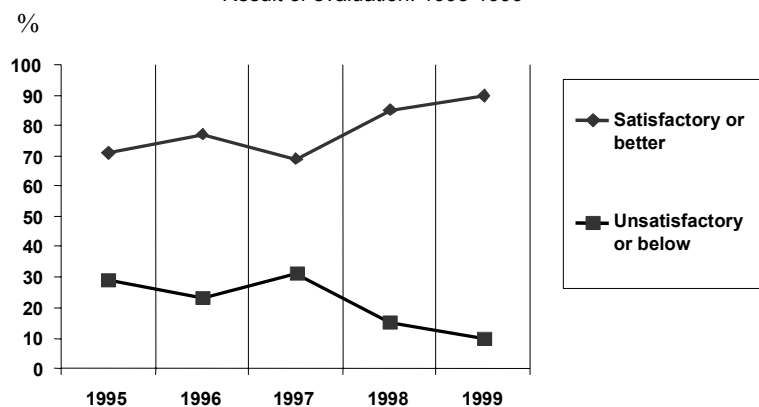


Figure 6 The evaluation results indicate considerable improvement in effectiveness (achievement or likelihood of achievement of the purpose) over several years, with 1999 showing the best result (chapter III.D).

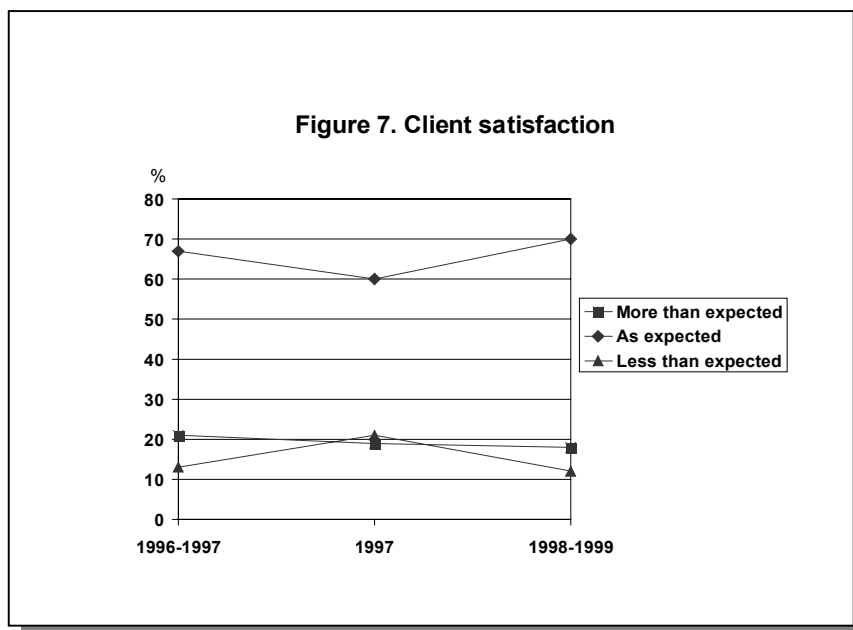


Figure 7 Questionnaires suggest that client satisfaction improved in 1998-1999, following a decline from 1996 to 1997. However, the results should be interpreted with caution, as the total number of questionnaires returned ranged from only 27 per cent to a maximum of 36 per cent (chapter III.C). Of the questionnaires returned in 1998-1999, 88 per cent of clients stated that project results were “more than expected” or “as expected”, representing an increase from 79 per cent in 1997.

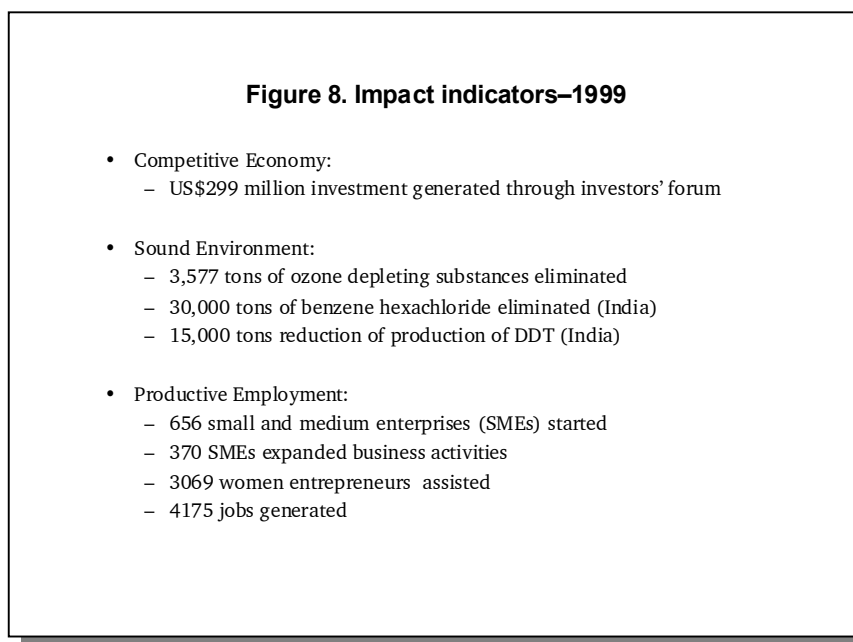


Figure 8 provides data on measurable results in terms of contributions to a competitive economy, sound environment and productive employment.

Figure 9. Collection rate of assessed contributions

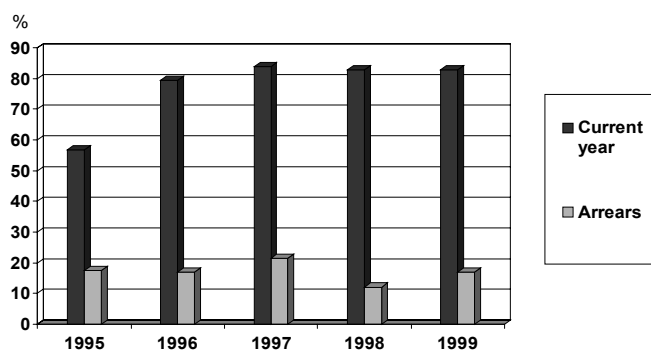


Figure 9 indicates a general improvement in collection, which suggests increased support for UNIDO.

Figure 10. Self-financed trust funds
Net approvals, 1995-1999

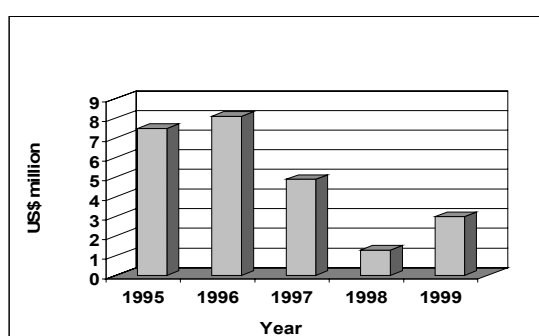


Figure 10 shows that the declining trend in self-financed trust fund approvals was reversed in 1999, indicating the confidence of counterparts in UNIDO services and their willingness to pay for the services (chapter III.C).

ABBREVIATIONS

A

| | |
|-------|--|
| ACC | Administrative Committee on Coordination |
| ADB | African Development Bank |
| AE | Associate Expert |
| APO | UNIDO Associate Programme Officer |
| ASEAN | Association of Southeast Asian Nations |

C

| | |
|-----------|---|
| CCA | common country assessment |
| CCAQ | Consultative Committee on Administrative Questions |
| CCAQ (FB) | Financial and Budgetary Questions |
| CFC | Common Fund for Commodities |
| COMFAR | Computer Model for Feasibility Analysis and Reporting |

E

| | |
|--------|--|
| ECA | United Nations Economic Commission for Africa |
| ECO | Economic Cooperation Organization |
| ECOWAS | Economic Community of West African States |
| ESALIA | Eastern and Southern Africa Leather Industries Association |
| ESCAP | United Nations Economic and Social Commission for Asia and the Pacific |

F

| | |
|-----|---|
| FAO | Food and Agriculture Organization of the United Nations |
|-----|---|

G

| | |
|-----|-----------------------------|
| GEF | Global Environment Facility |
| GMP | good manufacturing practice |

H

| | |
|-------|---|
| HACCP | hazard analysis and critical control points |
|-------|---|

I

| | |
|-------|--|
| IAEA | International Atomic Energy Agency |
| ICGEB | International Centre for Genetic Engineering and Biotechnology |
| ICS | International Centre for Science and High Technology |
| IDDA | Industrial Development Decade for Africa |
| IDF | Industrial Development Fund |
| IFAD | International Fund for Agricultural Development |
| ILO | International Labour Organization |
| ISO | International Organization for Standardization |
| ITPO | Investment and Technology Promotion office |

J

| | |
|-----|-----------------------------|
| JPO | Junior Professional Officer |
|-----|-----------------------------|

L

LDC least developed country

N

NCPC national cleaner production centre
NGO non-governmental organization
NIS Newly Independent States of the former Soviet Union
NPO UNIDO National Programme Officer

O

OAU Organization of African Unity
OB operational budget
ODG UNIDO Office of the Director-General
ODP ozone depletion potential
OECD Organisation for Economic Cooperation and Development
OMD UNIDO Office of the Managing Director
OSH occupational safety and health

Q

QSM quality, standardization and metrology

R

RB regular budget
RBB results-based budgeting
RPTC Regular Programme of Technical Cooperation

S

SADC Southern African Development Community
SAR Special Administrative Region (Hong Kong)
SFTF self-financed trust funds
SM service module
SME/SMI small and medium enterprise/small and medium industry

T

TC technical cooperation
TRAC target for resource assignments from core

U

UNCTAD United Nations Conference on Trade and Development
UND UNIDO National Director
UNDAF United Nations Development Assistance Framework
UNDCP United Nations International Drug Control Programme
UNDP United Nations Development Programme
UNDP/IPF UNDP indicative planning figure
UNDP/SIS UNDP Special Industrial Services
UNEP United Nations Environment Programme
UNFP UNIDO National Focal Point
UR UNIDO Representative

W

WIPO World Intellectual Property Organization
WTO World Trade Organization