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22186-1

ANNUAL REPORT  
UNIDO  
1998



IDB 21/10  
PBC 15/10

**ANNUAL  
REPORT  
UNIDO  
1 9 9 8**



**Industrial Development Board, twenty-first session, 1999**

**Programme and Budget Committee, fifteenth session, 1999**

**I D B . 2 1 / 1 0**

**P B C . 1 5 / 1 0**

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Distr.  
GENERAL

IDB.21/10-PBC.15/10  
12 May 1999

Original: ENGLISH

ISSN 0258-8137

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## Message from the Director-General

The year 1998 represents my first year as Director-General of UNIDO. I recall when I was first approached about presenting my candidacy for the post of Director-General. I saw it then, as I see it now, as an honour and a challenge.

An honour, first, because as the Secretary-General often says: “... there is no alternative to the United Nations ...”. It is still the best hope for humanity. To have the opportunity to work for development in a United Nations agency, remains to this day a real privilege. I sincerely believe this.

A challenge, because a chance to transform UNIDO was also a chance to participate in the transformation of the whole multilateral system. This is a vitally important mission for all of us. I consider the multilateral development system more necessary today than ever; but not just any multilateral system. Developing countries need a completely new multilateral system, with more integration among its agencies, and stronger links with the private sector and civil society.

I remember five years ago, when I took part in the fifth General Conference in Yaoundé, Cameroon. Member States were already talking about the need for UNIDO’s reform. By the time I presented my candidacy for the position of Director-General, this had grown into a clear demand for change. UNIDO was by then passing through a critical period. Some Member States—among them prominent donors—were leaving, or considering leaving, the Organization. This was despite the fact that previous years had seen a raft of prior “reforms”, substantive cuts in the budget, and draconian staff cuts.

What really encouraged me to take the challenge was the approval by the policy-making organs of the Business Plan on the Future Role and Functions of UNIDO. This, I felt, was an expression of the genuine political will of Member States to “transform” (in contrast to “reform”) the Organization into a very different one. They envisaged a UNIDO that was more focused, leaner, more flexible and much more responsive to changing global needs and the requirements of our clients. It was, in short, a possibility to “transform” a crisis into an opportunity.

You may recall from the outset that I refused to call for a new reform. For me, reform means something to introduce measures to increase productivity where this is in the same line of business. I preferred to talk about transformation, which means much more than this. It means a systemic change. A change that requires a rethinking of the business you are in, a new way of doing business, a new way of working with others — in short, a new working culture, and probably some new investments.

A multilateral organization like UNIDO has to consider a similar strategy. Of course you cannot strictly compare a multilateral organization such as UNIDO with a commercial company. UNIDO is more like a multicultural country, where the concept of productivity has to include some political dimensions. But the analogy is not too strained. The problems and constraints are much more complex. Nonetheless, whatever the strategy it adopts, it has to effect a cultural change throughout its management and staff.

What I learned previously as a government minister in the service of my country has proved useful to what I have tried to do in UNIDO. I learned that you *can* reform the financial system of an organization. I learned you *can* revamp the administrative procedures. I learned you can even try for a better definition of the business you are in. But unless you do all this together, not only in an integrated manner, but in a truly

systemic way, you will not be able to change the *culture* of an organization. And, certainly not an organization as complex as UNIDO. The culture in question is neither the things you are doing, nor the business you are in. It is the way you are doing things and the results you expect.

That is why, this year, we invested all the time needed to prepare the new *service modules* and to do it in a fully participatory manner. A non-participatory, top-down approach, for example, would have been much quicker. But it would not have worked. That is why we introduced a new organizational structure and a completely new set of financial and administrative regulations. And, that is why we came up with a new staff development career system. We did all this to forge a new organizational culture, a new working culture, and a new way of doing business.

What we then had to do was show that the new culture worked, where it really counts, in the field. As detailed in this document, the administrative reforms that we have undertaken have already significantly decentralized our operations and delegated authority. This has benefited our field operations, in particular. I am fully aware that we have to do more in this area, but this should not detract from the achievements we have made. Let me assure you that decentralization remains a number one priority for us. At the same time, as you can understand, it is a difficult process where more than a little sensitivity and care is required. Speed may therefore sometimes have to be sacrificed for proper preparation.

We selected a small number of countries to test the new working methods, the scope of the new integrated approach, and the new service modules. Sixteen case studies are being prepared in five different developing regions—the maximum we could consider given the project workload and the available resources.

How do we know that our transformation works? The answer should be found by analyzing the operational side of the Organization.

Technical cooperation delivery in 1998 was \$81 million, as compared to a 1997 delivery level of \$97 million. This represents a drop of 16.5 per cent. Operational budget income shows a corresponding decline from \$13.3 million in 1997 to \$11.4 million in 1998, or a drop of 14.3 per cent.

The administrative and financial Controller has made an analysis to identify the major causes for the decline in technical cooperation delivery and operational budget income in 1998. The implementation of technical cooperation projects is lower than forecast. I think that it is important to add perspective to know that, since 1992, implementation levels have always been overestimated.

Aside from this overestimation, the Controller's analysis has concluded that roughly 60 per cent of the decline could be explained by the one-time effect of the transformation exercise: such as structural re-organization and staff re-assignment, the additional work to define the new service modules, the new service delivery system, as well as the discontinuation of some services that are not in line with the Business Plan. The remaining 40 per cent of the decline is probably due to external factors beyond UNIDO's control and also the cyclical fluctuations experienced within each biennium, whereby the first year of the biennium shows low delivery and the second year shows a relatively higher one.

As the one-time effect of transformation is worked out, it is expected that delivery will go up in coming months. I have also taken several concrete measures to accelerate delivery.

Approvals of new projects, if we exclude the integrated programmes, were also lower than usual. This indicates, certainly, that the transformation process is changing the real life of the Organization. On the other hand, it will also reduce our revenues from technical cooperation activities—with consequent pressure to reduce costs in order to keep the operational budget in balance.

This is a price we may have to pay. But we should consider it as *our* investment in our transformation process. Our investment in our future. It is an investment, above all things, in achieving the mandate of the Business Plan that Member States approved. And it is an investment in providing conditions that will better serve the interests and needs of our constituency, both donor and recipient countries alike.

But we shall also need further investment from our Member States. Not, it must be quickly added, investment to finance administration, bureaucrats or experts. I shall *not* ask for a bigger regular budget. As you well know, the regular budget and number of staff members of UNIDO have been cut by 50 per cent in the past five years.

The investment we are seeking at this time is to support new technical cooperation activities. Now is the time to work together to transform something else that is crucial—the nature, structure and size of the voluntary contributions UNIDO receives to finance technical cooperation. If this is not done, we shall not be able to provide the integrated packages of services to developing countries and economies in transition—called for in the Business Plan. We will not be able to operationalize the new focus and relevance that we have worked so hard to develop in these last few months.

Last year, 40 per cent of the voluntary contributions approved by government donors for UNIDO went to support Investment Promotion Services, research centres and other institutions in the donor countries themselves. In 1996 the amount was 47 per cent. While we have to recognize the important role of these institutions, we also have to admit that these funds are not likely to be used directly for technical cooperation in least developed countries. Over the past four years, of \$116.5 million in voluntary Government contributions to the Industrial Development Fund and special trust funds, only \$73.5 million, or 63 per cent, supported technical cooperation projects in developing countries and economies in transition. At the same time, 37 per cent of voluntary contributions supported institutions in donor countries.

A comparison with the figures for 1990-1993 shows that the trend is to the disadvantage of the developing countries. In the first four years of the nineties, total new approvals by donor Governments amounted to \$118.5 million, of which only \$25 million, or 21 per cent, went to support donor country institutions. \$93.5 million, or 79 per cent, supported the UNIDO technical cooperation programme in recipient countries.

If UNIDO's integrated programmes for low income countries in Africa and other parts of the developing world are to have a significant impact, more resources will be needed to finance these programmes. I, therefore, call upon donor countries to increase the amount of their voluntary contributions directed towards technical cooperation, particularly in Africa and least developed countries.

I am fully aware that to operationalize our new focus we need to give our clients—recipients and donor countries alike—a sense of ownership. And, that is why I am very pleased to highlight in this report the first seven integrated packages of services that UNIDO initiated in 1998. These first seven integrated packages of services amount to almost \$30 million, or almost half of the total technical cooperation of UNIDO in 1997 or 1998. These packages of services obviously needed to be refined and broadened in coverage, particularly to other developing regions. But they are a significant step in ensuring that UNIDO services are demand-driven, have a sustainable impact and are



fully coordinated with the efforts of the United Nations system as a whole and other important programmatic initiatives.

Transformation of UNIDO has never been the end goal in itself. That is why we have carried out the transformation process as quickly as possible. As a result, the operational mandate given to us in the Business Plan is almost fully implemented, even though we still have some things to do. The definitive test, let me underline, is whether, as a result of our transformation, we are able to effectively link the interests of developed and developing countries. Whether we can use sustainable industrial development to fight poverty and unemployment, while, of course, taking care of the environment. This is a test, not only of the effectiveness of our transformation, but also of the will and seriousness of the international community to use its outcome to the benefit, especially of Africa and the least developed countries.

A transformed UNIDO is a UNIDO that has a clear idea of its core competencies; an organization that has a clear idea of what it can do best or its comparative advantages. And what it cannot do; what it cannot do alone and must do with others, if it is to tackle the multi-faceted problems of development and make a sustainable impact. With the service modules, we have defined our core competencies. We have therefore the basis now to establish a clear identity in the multilateral system—particularly the United Nations system—as well. To further this process, in support of the Secretary-General's reform proposals to achieve greater coherence and effectiveness in the United Nations system, we have initiated concrete collaboration with a number of agencies. These include, in particular: the United Nations Conference on Trade and Development (UNCTAD); the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), with whom we have signed memoranda of understanding. We have also initiated important new cooperation with the World Trade Organization (WTO), the International Trade Centre (ITC), UNCTAD, UNDP, the World Bank and the IMF in the implementation of WTO's "Integrated Framework of Assistance to LDCs" aimed at improving their trade sectors and trade-related activities.

We see these collaborative arrangements as vital, not only to achieve system-wide coherence, but more importantly, sustainable development. In this context, we shall actively support integrated approaches at the field level. Here, I am referring in particular to the United Nations Development Assistance Framework (UNDAF), the United Nations Development Group Office, common premises such as United Nations houses and the coordinating role of the new United Nations Resident Coordinator system.

In terms of our cooperation with the private sector, an interesting development in terms of our new agreement with Fiat should be mentioned.

I would like to take this opportunity to express my sincere gratitude to the staff of this Organization and Member States who worked so hard to ensure our success throughout the year.

At the last meeting of the Administrative Committee on Coordination in New York, and in other important meetings, UNIDO has been given recognition for its achievements. We should all be pleased with what we have achieved. This report should give you a good idea of what "transformation" means in a practical sense. I do not pretend that we have not made mistakes. But on balance, we can conclude we are firmly on the right track. We all have to feel proud for the cooperative atmosphere in which we have been working during UNIDO's transformation, and the encouraging results we have achieved.

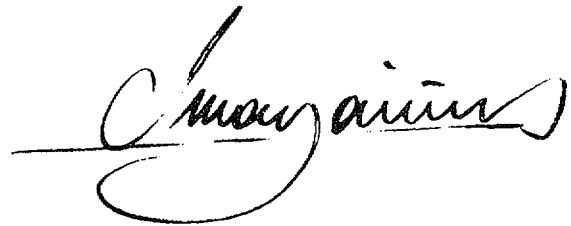
In the following pages, you will find a summary description of the vision behind what we have tried to achieve in UNIDO, as well as the measures we have taken to ensure a "real transformation" in my first year in office. The range and speed of the changes

you see there are not due to me. They are especially the result of the combined efforts and commitment of a growing community of people—inside and outside the Organization—that wanted, needed and deserved something different from us. It is through these innovations that a new organizational culture is being built up.

In this year's report as a significant departure from past practice, I have chosen to highlight a sample of the many projects undertaken by UNIDO in recent years that have had a definitive impact on the lives of people in terms of their economic, social and environmental well-being.

Finally, let me reiterate my basic message to you. UNIDO has been given a mandate. A demanding mandate, I may add. We have almost fulfilled this. It is now time to go back to the real and substantive discussion, that is, how can we significantly enhance sustainable industrial development—our three Es—in our client countries. The transformation process is only a means to this end. We have done all we can in this regard. I feel sure that Member States will support our efforts and that the commensurate level of investments for our new integrated services will follow.

Because, I am sure we all share the ideal that the test of our progress as human society is not whether we add more to the abundance of those who have much; rather, it is whether we provide or help to provide enough for those who have too little.

A handwritten signature in black ink, reading "Carlos Magariños". The signature is fluid and cursive, with a long horizontal stroke extending to the left and a large loop at the end.

Carlos Magariños  
Director-General

# Part one

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## UNIDO transformation

### The vision behind the “transformation”

The cornerstone and guiding light for the transformation of UNIDO has been the Business Plan for the Future Role and Functions of UNIDO approved after intense consultation and debate by Member States at the Industrial Development Board in June 1997 and endorsed by the General Conference in December 1997.

The Business Plan represented the sustained efforts of Member States of UNIDO—donors and recipients alike—to find the correct direction for the Organization to take.

As well as providing guidance on the most important activities to be carried out by UNIDO in the future and the framework for a new organizational structure for the Organization, it had to send a clear message to the Governments of Member States that the future UNIDO would be a revitalized organization worthy of their support. And it would reflect the political and economic realities that had fundamentally changed the nature and scope of development cooperation.

The Business Plan adopted a “dual-track approach” to define UNIDO’s future activities, identifying activities the Organization should be engaged in and activities that should be discontinued.

The Business Plan clustered the Organization’s activities into two main areas—“strengthening of industrial capacities” and “cleaner and sustainable industrial development”. It further proposed a concentration on least developed countries (LDCs), especially in Africa, agro-based industries; and cooperation with the private sector, particularly small- and medium-scale enterprises. In doing so, it emphasized that UNIDO should provide integrated packages of services and support to the integration of women in industrial development. It also suggested a new streamlined organizational structure reflecting the new areas of concentration.

Teamwork was emphasized to enhance cooperation with other agencies, particularly United Nations agencies in the field, as well as to encourage a unified United Nations field presence and integrated activities. Decentralization to the field was necessary to make the Organization more demand-oriented, bring its services closer to its clients, ensure effective programming of technical cooperation at the country level and deliver technical cooperation services in a timely fashion with greater impact. Effective strengthening of UNIDO’s field presence would imply substantive redeployment of qualified staff from Headquarters in Vienna. It would also imply greater administrative and financial autonomy and empowerment to the field, while leaving a critical number of staff at Headquarters and a new extensive interaction between Headquarters and the field.

As Member States recognized when the Business Plan was adopted, it provided general guidance. Further refinement as well as clearer prioritization with supporting organizational and programmatic focus were required. To put the Business Plan into action was the first and most important task for the new Director-General when he took office on 8 December 1997.

Building on the Business Plan and the guidance given in the Secretary-General's reform proposals for enhancing system-wide coherence and effectiveness<sup>1</sup>, the Director-General has set out the vision for UNIDO's transformation in four guiding principles as follows:

**A clear sense of where industrial development needs to go in the early twenty-first century and UNIDO's dynamic role in that development**

This would be evident in a more precise definition of UNIDO's services and products. Their delivery would be integrated in a systemic approach through programme and Branch interaction. Their focus would be constantly transformed through continuous review, improvement and innovation.

**A structure, procedures and culture featuring consultation, transparency and dialogue between an empowered responsible staff and Member States**

Multidisciplinary and multinational working groups would combine with cross-organizational cooperation to drive the transformation, refine the focus and maximize impact. A new structure, simplified procedures and more efficient and effective working methods would encourage staff responsibility and innovation. Decentralization and delegation of authority to UNIDO's field offices would be a priority.

**Elimination of internal and external overlaps, and duplication of activities**

UNIDO would particularly strive to integrate with other United Nations agencies and other multilateral, international and bilateral agencies as well as to strengthen significantly its cooperation with the private sector and civil society.

**The Business Plan as a guideline and point of reference for all actions**

This would mean particular attention to the industrialization challenges facing Africa and the LDCs—but without prejudice to UNIDO's universalist mandate.

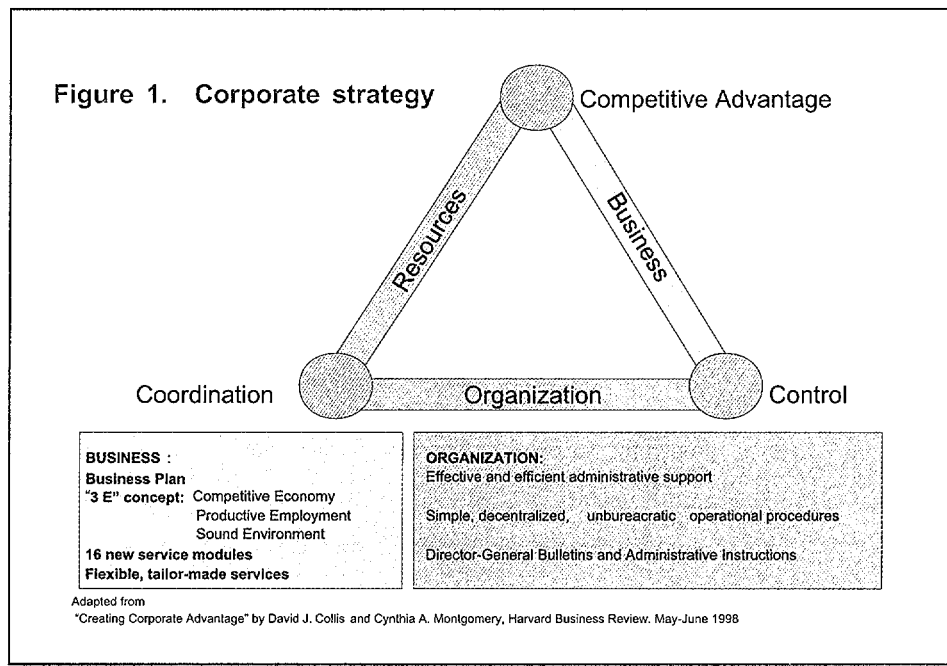
Underlying the transformation process, there has been a corporate strategy. This has been the foundation for the long-term vision of the Organization based on a carefully constructed system of mutually supportive parts (figure 1 — Corporate strategy). One part offered clarity on the business UNIDO is in. Another addressed the organizational structure and procedures that bring the organization to life. And a final part focused on the resources—human and financial—that UNIDO has at its disposal. For UNIDO's strategy to be successful, it had to have strengths in all three areas: the business it is

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<sup>1</sup>Secretary-General, "Renewing the United Nations", A/51/950, 1997.

in, its resources and the organization that links and supports its business and resources. The first three months of the transformation process were devoted to working on administrative procedures and the organizational structure of UNIDO<sup>2</sup>. The aim was to develop efficient and effective administration of the Organization with simple, decentralized and unbureaucratic operational procedures. Next, concentration was on clarifying the business UNIDO is in, with the guidance of the Business Plan given by Member States and by streamlining and refocusing UNIDO's services. At the same time, special attention was given to UNIDO's resources—broadly consisting of its staff and assessed and voluntary contributions from Member States as well as earnings from its operational budget.

All three components were aligned in terms of a strategic triangle:



At the corners of the triangle were UNIDO's coordination and control mechanisms. The mechanisms are required to deploy UNIDO's resources effectively to achieve its strategic goals. The newly constituted Board of Directors and the Executive Board are key instruments for effective coordination and control. In this context, clear terms of reference for each Division and Branch, job descriptions for all staff, the new management framework, service management cycle and performance appraisal systems, detailed later in this report, are also very important instruments.

The triangle links the three elements—business, organization and resources—through an appropriate set of coordination and control mechanisms. These have led to UNIDO's achievements in terms of operational, administrative, organizational, staff and programmatic changes. They have also been directed towards the apex of the Organization's corporate strategy, namely to achieve its competitive advantage and thereby put UNIDO on a firm footing for the next century.

<sup>2</sup>At the same time, preparatory measures were taken to effect the programmatic changes that would require a longer time frame. These measures are addressed in phase II: programmatic changes.

The following pages chart the progress that has been achieved so far in the transformation of UNIDO. The transformation has been in three phases:

- Phase I. Financial, personnel, administrative and structural changes
- Phase II. Programmatic changes
- Phase III. Implementation

## **Phase I. Financial, personnel, administrative and structural changes**

### **Finance and personnel**

Upon taking office, the Director-General was faced with a very challenging situation characterized by a combination of:

- ❑ New demands and priorities for UNIDO's future work as given in the Business Plan and programme and budgets, 1998-1999
- ❑ Financial constraints resulting from the approved programme and budgets, 1998-1999 and a precarious cash flow projection for 1998
- ❑ Major over-incumbency of posts necessitating the immediate launching of a staff reduction programme
- ❑ An organizational structure that did not correspond to the Business Plan and therefore needed major adjustments
- ❑ Fragmentation of UNIDO's activities into a large number of small-scale projects without sufficient integration or focus
- ❑ Considerable uncertainty on the part of staff resulting in low morale
- ❑ Significant arrears and late payments of assessed contributions by Member States

This difficult situation required that clear priorities be set immediately to address a number of interrelated problems. It was decided to concentrate first on solving UNIDO's pressing financial and personnel issues.

A ban was introduced on all new purchases, procurement and consultancy contracts, except those related to the technical cooperation component of the budget. The Director-General assumed responsibility—through the Executive Office—for authorizing all official travel and for overseeing all emergency measures for a 60-day period. In particular, during this period, the Executive Office authorized all expenditures under the regular and operational budgets as well as under technical cooperation programmes. Through these temporary measures—which were clearly not sustainable in the long run—the Organization made savings of some half million US dollars.

Next, a staff separation programme was launched and swiftly implemented, with the result that:

- ❑ 143.5 posts were abolished as required by the programme and budgets, 1998-1999
- ❑ 92 voluntary staff separations were approved
- ❑ Staff on abolished posts were placed against existing vacancies

This approach meant that UNIDO did not need to undertake an involuntary staff separation programme with its attendant high financial costs and significantly adverse effects on staff morale. The programme therefore greatly contributed to alleviating staff

concerns and improving staff-management relations. Compared to an initial cost estimate of \$15.9 million, the staff reduction programme actually cost less than \$10 million, or a saving to the Organization of approximately \$6 million.

As no specific provision had been made by Member States in the programme and budgets, 1998-1999, for staff separations, this programme had to be carried out within prevailing financial constraints. The separation programme was therefore budget-driven and has resulted in keeping on board a number of staff with skills not fully in line with UNIDO's new programmatic focus. This will require their re-training or their separation from the Organization. Given the uncertainties facing the Organization, along with the staff separation programme as a special temporary measure, existing staff contracts were extended generally until the end of 1998.

The expectation was that, when UNIDO's financial situation became clearer, staff contracts could be considered for longer extensions in the context of a new staff career development system to be introduced in Phase II of the transformation process.

### **Administration and structure**

To address the urgently needed reshaping of the organizational structure of UNIDO, a significant number of administrative changes were made in February. Director-General Bulletins and Administrative Instructions (annex I) put into effect a new organizational structure and ensured:

- Full alignment of the new structure with the guidelines established in the Business Plan by creating three divisions and significantly reducing the Office of the Director-General
- Establishment of an effective management team by the appointment of all staff required at the Managing Director and Director level
- Assignment of all staff to new organizational units, with only a few areas concerned dealing with programme support services
- Finalization of the terms of reference for new organizational units emphasizing clear lines of responsibility and accountability and well-defined performance targets
- Establishment and strengthening of the Office of Internal Oversight

The emergency measures, introduced in January, were lifted in March as UNIDO's financial situation became clearer.

At the same time, a new financial authorization system was introduced. This was based on simplification of procedures, delegation of authority to middle management levels as required by the Business Plan, empowerment of staff and strong accountability mechanisms. The new system, in particular, delegated authority for transactions under the regular and operational budgets.

The importance of the field in this decentralization process was not overlooked. In response to the Business Plan there was decentralization of responsibility and delegation of authority given to the field offices in May. And, for the first time, the exact location of UNIDO's 30 field offices was announced.

Concrete steps were also taken in May to provide the administrative and procedural framework for decentralization and empowerment of field offices (see annex I).

It was also decided to rationalize the tremendous number of committees and Director-General's Bulletins to provide further administrative and operational clarity. The number of existing Director-General's Bulletins were cut from 250 to just five and the number of existing committees from 110 to only five.

This has led to a much simpler, quicker and smoother administrative system. It has also led to greatly simplified operational procedures for the Organization, resulting in a marked increase in efficiency.

Adjustments were made early in the year to ensure a unified management of the Office of the Director-General consisting of four small units: the Executive Office, the Office of Internal Oversight, the Governing Bodies Secretariat and the Legal Office. These measures ensured greater focus and coordination in the overall management of the Organization and its relations with Member States and other development actors.

Turning now to the organizational structure of UNIDO:

#### Box 1. Organizational changes

- ❑ Unified management of the Office of the Director-General (ODG)
- ❑ Changes to the Division for Sectoral Support and Environmental Sustainability
  - Two new Branches: Industrial Energy-efficiency, Kyoto Protocol
  - Staff redeployed to enhance Montreal Protocol activities from Division of Investment Promotion and Institutional Capacity-Building
  - Creation of Executive Board (Director-General, Managing Directors, Director of ODG) and Board of Directors (all UNIDO Branch Directors)

Changes were also introduced to the Division for Sectoral Support and Environmental Sustainability to delineate more clearly its core functions and respond to the growing importance of industrial energy-efficiency and the Kyoto Protocol for which two new branches were established. The Division now has five Branches: Cleaner Production and Environmental Management, Montreal Protocol, Kyoto Protocol, Industrial Energy-Efficiency, and Agro-Industries and Sectoral Support. In addition, in view of the importance of Montreal Protocol activities in UNIDO's technical cooperation delivery, a significant number of staff were redeployed from the Division of Investment Promotion and Institutional Capacity-Building to the Division of Sectoral Support and Environmental Sustainability.

On the management side, a new Executive Board and Board of Directors were created.

The Executive Board is the highest level managerial mechanism of the Organization and meets twice a week. It consists of the Director-General as Chairman, the three Managing Directors and the Director of the Director-General's Office. It is the body for ultimate policy direction and final approval of all UNIDO's programme and projects. It has a special role of focusing and ensuring the proper functioning of the service management cycle and implementation of UNIDO's new integrated services.



The Board of Directors meets twice a month to discuss organization-wide issues. It consists of all the managers of the Organization, that is—in addition to the Executive Board members—all Branch and Regional Bureaux Directors. Together, these two bodies provide essential support and advice to the Director-General to ensure the smooth running, appropriate direction, management and monitoring of the Organization's activities.

## Transparency

An important part of the new management philosophy of the Organization is to ensure transparency and openness in all aspects of the management of the Organization. To this end, a number of measures have been enacted:

### Box 2. Transparency measures

- Policy of public access to documents
- "Management by personal contact"
- "Direct communication with the Director-General by staff via electronic mail"
- Open office or open-access to Director-General policy
- Series of public workshops and meetings with staff to exchange views with Director-General
- Early disclosure of policies to Member States

- A policy of public access to documents was initiated immediately after the Director-General took office. In an unprecedented move, all major internal documents and correspondence have been placed in an especially designated room where both staff and representatives of Member States can have full access.
- "Management by personal contact" has become a common practice whereby the Director-General undertakes visits to the offices of staff for informal discussions. The intention here is for the Director-General to explain personally his policies to staff on an individual basis and to obtain their views and advice. These informal visits by the Director-General have been much appreciated by staff.
- "Direct communication with the Director-General by staff via electronic mail" has been actively encouraged by the Director-General. This direct communication has improved the corporate spirit in the Organization. It is also changing the hierarchical culture of the Organization, which had imposed a strictly vertical line of command in exchanging information. Another benefit is that the Director-General is able to hear directly from staff of the difficulties and progress in the transformation process.
- Open Office: An "open-access" or "open-office" policy—where staff can come and freely discuss matters of mutual concern with the Director-General has been instituted. This initiative has enhanced mutual trust and staff understanding and appreciation of the transformation process.
- A series of public workshops and meetings with staff was another initiative undertaken. Besides the twice-monthly meetings of the Board of Directors where all

directors participate, a series of large-scale workshops with staff were organized. These will be detailed later, but essentially they were to exchange views directly with the Director-General on the transformation process and to refine and have a better understanding of UNIDO's integrated services. The Director-General has also organized several workshops where not only staff but also representatives from Member States, academia and the private sector participated. This broad-based participation has significantly enriched the transformation process.

- Early disclosure of policies to Member States is another important feature of UNIDO's new openness and transparency culture. Without waiting for formal requests for information or documents, the Director-General proactively disclosed important policy initiatives—such as the new staff career development policy—to Member States to facilitate understanding and feedback as well as give a better basis for decision-making. The active use of informal meetings before formal sessions of the policy-making organs—such as the Industrial Development Board and Programme and Budget Committee—also greatly facilitated communication between the Secretariat and governing bodies and, thereby, helped reduce the time required for these sessions.

## Phase II. Programmatic changes

Administrative, operational and structural reforms provide the required framework and procedural mechanisms to facilitate UNIDO's transformation. But a concomitant and complementary set of programmatic reforms is required to ensure that the Organization has the new appropriate focus. There was, therefore, a conscious decision at the beginning of the transformation process to initiate a programmatic transformation, along with the administrative reforms that were underway.

### Box 3. Major programmatic transformation

- **Major programmatic events: INTERNAL**
  - January - First Global UNIDO Representatives Meeting
  - March - Special Retreat for Senior Staff
  - April - Director-General's Forum on Industrial Development
  - May - Presentation of 10 Integrated packages of services (IDB)
  - July - Brainstorming Workshop with Team Leaders (131 staff)
  - August - Working level Workshops (120 or more staff)
  - September - 16 Service Modules under "3E" concept
- **Major programmatic events: EXTERNAL**
  - Conclusion of Memorandum of Understanding with UNCTAD
  - Meeting with key investment financing experts
- **In addition: UNIDO Representative Meetings**
  - Latin America: Guatemala, 27 - 28 July
  - Africa and Arab Regions: Kenya, 31 July - 1 August
  - Asia: The Philippines, 13 - 14 August
- **Heads of UNIDO Investment Promotion Service Offices Meeting**
  - 2-24 September

A global meeting of UNIDO Country Directors (UCDs) in January at UNIDO Headquarters launched the process. The meeting was convened to implement the Business Plan's mandate for effective decentralization of UNIDO's activities and strengthened field representation.

In a participatory approach, it brought together staff from UNIDO field offices and Headquarters to define practical ways to bring the Organization closer to its clients, taking into consideration the specificities of different countries and regions. At the same time, it launched a process of in-depth programmatic discussions on the orientation and substantive content of key programmes and services. In this context, it provided an opportunity to reshape the relationship between Headquarters and the field and, in particular, the way UNIDO's services are presented and delivered to its clients.

In March, an open discussion of UNIDO's programmes was launched in a special retreat for all senior staff. This retreat was the first of a series of intensive programmatic events involving staff in a fully participatory approach to ensure that the transformation was driven by staff themselves. The full involvement of staff was aimed at leading to more relevant and practical UNIDO services with significantly enhanced impact. Such an approach would also be a better way to achieve understanding by staff and gain their support for the transformation process and—more importantly—the new vision which must be ultimately defined by staff themselves.

The retreat developed initial concepts for UNIDO's services. These concepts were further analyzed by groups of technical staff and refocused into 19 service proposals. The proposals were then subject to in-depth analysis by the Office of the Director-General under the leadership of the Director-General himself. This resulted in revision of the proposals to optimize in-house integration, maximize synergies and avoid duplication with other organizations and development actors, as well as maximize potential development impact.

Another important programmatic event took place in March. This was a meeting convened with key investment financing experts to explore new opportunities and better define UNIDO's role in the area of investment and investment promotion.

The end of March saw the conclusion of an important memorandum of understanding between UNIDO and UNCTAD. It spelled out for the first time the complementary roles of the two organizations in the field of investment promotion and small- and medium-scale enterprise development.

The most important phase of the programmatic transformation was launched in April to define UNIDO's new integrated packages of services. The development of integrated packages of services was called for explicitly in the Business Plan and identified as a major comparative advantage of UNIDO in the May 1997 Danish assessment of the Organization. Indeed, the Danish assessment recommended that UNIDO urgently develop such core services. To this end, a series of follow-up meetings to the programmatic retreat were held.

The major objective of these meetings was to define UNIDO's integrated services bearing in mind the Organization's unique identity with respect to industrial development and two key requirements. The first was to define UNIDO core competencies in terms of a limited range of services that would maximize the synergies in the house by ensuring full cooperation and coordination. The second was to identify the concrete areas in implementing the Organization's core competencies where it would require cooperation with United Nations agencies—such as UNCTAD, UNDP, ILO, FAO, ITC—and other development partners. Special attention was paid to strengthening cooperation with the private sector and civil society, particularly new partnerships with the research community and non-governmental organizations. Other United Nations organizations, the Bretton Woods institutions (World Bank, IMF, WTO), bilateral agencies, the private sector and civil society must remain major priorities for a new revitalized UNIDO.

At the same time, the overall objective of the meetings was to ensure that UNIDO's services, although universal in scope, achieved an appropriate geographic focus on

Africa and the least developed countries. Indeed, in recognition of the importance of Africa in UNIDO's future activities, the Director-General announced that he would devote his time in the second half of the year for traveling to Africa. The Director-General proposed to learn first-hand of African concerns in order to launch a more directed and intense programme of assistance. The Director-General has since visited a number of countries in North Africa (Algeria), West Africa (Burkina Faso, Côte d'Ivoire) and East Africa (Kenya, Uganda, United Republic of Tanzania). New programmes of assistance are being developed based on UNIDO's integrated services, initially for Burkina Faso, Kenya, Uganda and United Republic of Tanzania.

In April, an examination of the 19 service proposals revealed that they represented a comprehensive array of services proposed by individual technical branches of UNIDO but lacked overall harmonization. To avoid possible duplication, the services were redesigned by teams of technical staff and their branch directors drawing on insights from follow-up meetings to the March retreat.

One of the most important of these follow-up meetings was the Forum on Industrial Development held in early May. This Forum brought together high-level representatives from Member States, eminent outside experts and development practitioners as well as UNIDO staff. It was the first time that such an intense dialogue on UNIDO's programmatic focus had taken place between Member States, outside experts and staff. The Forum generated valuable ideas with which to further refine the services.

As a result of these meetings, UNIDO developed a set of 10 integrated services, then called "products" which were presented to the nineteenth session of its Industrial Development Board in May.

These integrated products were a major attempt by the Organization to translate the Business Plan into concrete action. Building on relevant expertise and experience, they represented the point of convergence between administrative reform and programmatic refocusing of UNIDO: a concrete means to ensure cross-organizational cooperation within UNIDO, avoid duplication with other agencies and lay the basis for promoting complementarity and cooperation, thus ensuring a sharper focus, better integration and impact of services. They also represented a practical tool to address the urgent needs of the recipient countries as well as a vehicle to link the demands of recipient countries with the priorities of donors. Being large-scale integrated products, they represented a significant departure from past practice where UNIDO's activities were fragmented in a series of small, often administratively cost-ineffective projects.

However, the 10 products represented a comprehensive offer of services based on the past work of the Organization. Despite their achievements, they did not as yet encapsulate the future orientation — based on the Organization's comparative advantages—that was required. And they still had not eliminated internal overlaps between organizational units.

To aid further the consolidation of UNIDO's activities, a major effort was also undertaken to streamline the Organization's portfolio of projects. These efforts resulted in the operational completion of 15 per cent of the projects at the time of the Industrial Development Board session in May. A further 18 per cent were completed by the end of 1998.

### **Integrated services and service modules**

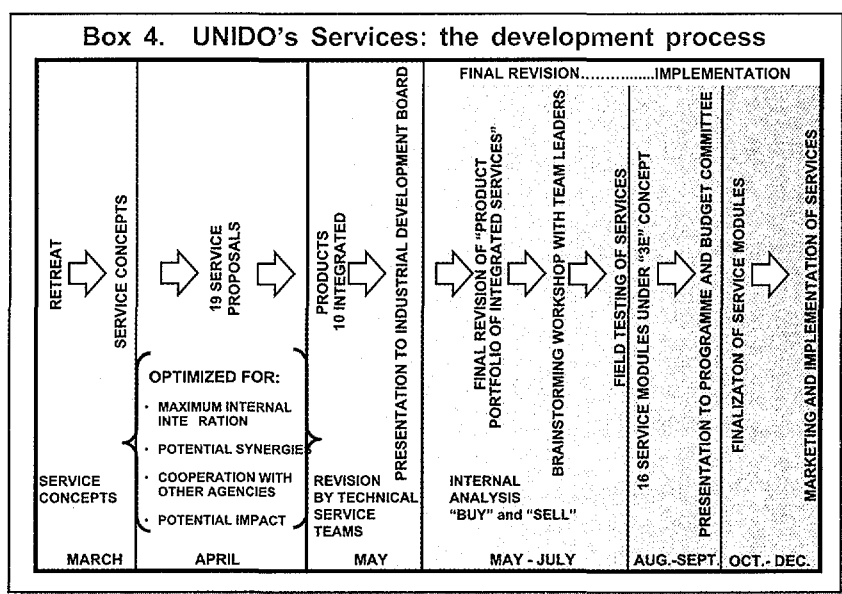
UNIDO's integrated packages of services were further refined after the nineteenth session of the Board in May 1998, culminating in a document issued on 13 July entitled "Product Portfolio of Integrated UNIDO Services". This distinguished the Organization's services in 10 core areas comprising 47 components and 192 main services:

- ❑ Industrial governance
- ❑ Industrial export capacity-building
- ❑ Industrial information networking
- ❑ International industrial partnerships
- ❑ Quality and certification for industrial competitiveness
- ❑ Cleaner industry and environment
- ❑ Efficient energy development
- ❑ Agro-related industrial development
- ❑ Local industrial development
- ❑ Women's entrepreneurship development

An innovative managerial tool—utilizing the concept of “buy and sell”—was also developed to ensure the smooth implementation of the new services. The new “buy and sell” concept is an internal mechanism to exchange various components of the integrated services among branches as well as to “buy” services from other agencies which UNIDO does not, or cannot, provide itself. This approach makes routine cooperation between the various branches of UNIDO, other agencies—particularly within the United Nations system—and other development actors. Most importantly, it avoids duplication and overlap.

Each integrated service was designed to reflect the dual role of UNIDO as a Global Forum for Industry and as a provider of specialized technical cooperation services. Both of UNIDO's roles are closely linked and complementary. For example, lessons learned in UNIDO's technical cooperation work often provide practical insights—in the form of best practices—which can be disseminated to industrial policy makers through UNIDO's various studies, workshops and conferences. Moreover, UNIDO's analytical work often provides insights as to where technical cooperation will have the most impact.

On the basis of consultations with staff and Member States, the integrated packages of services were dismembered, revised, streamlined and regrouped into 16 “service modules<sup>3</sup>”. Each service module represents the final stage of a complex process of refinement based UNIDO's approach in dealing with a major concern in industrial development.



<sup>3</sup>A full explanation of the 16 service modules is given in annex II.

<b>INTERVENTION LEVEL</b>	<b>COMPETITIVE ECONOMY</b> Making industry more efficient	<b>PRODUCTIVE EMPLOYMENT</b> Promoting employment in industry	<b>SOUND ENVIRONMENT</b> Environmentally friendly industry
<b>GOVERNANCE, POLICY and STRATEGY</b>	Industrial policy formulation and implementation Statistics and information	SME policy framework Policies for women's entrepreneurship development	Environmental policy framework Climate convention and Kyoto Protocol
<b>SERVICES TO ACCELERATE SUSTAINABLE INDUSTRIAL DEVELOPMENT</b>	Metrology, standardization, certification & accreditation Investment and technology promotion Continuous improvement and quality management	Entrepreneurship development Upgrading agro-industries and related technical skills	Energy efficiency Rural energy development Cleaner production
<b>BUSINESS and SUPPORT SERVICES</b>			Pollution control and waste management Montreal Protocol

The refocusing of UNIDO's services in service modules has aligned the programmatic focus of UNIDO's activities with its long-term goals of sustainable industrial development — the so-called "3 Es":

- Competitive Economy—making industry more efficient
- Productive Employment—promoting employment in industry
- Sound Environment—environmentally friendly industry

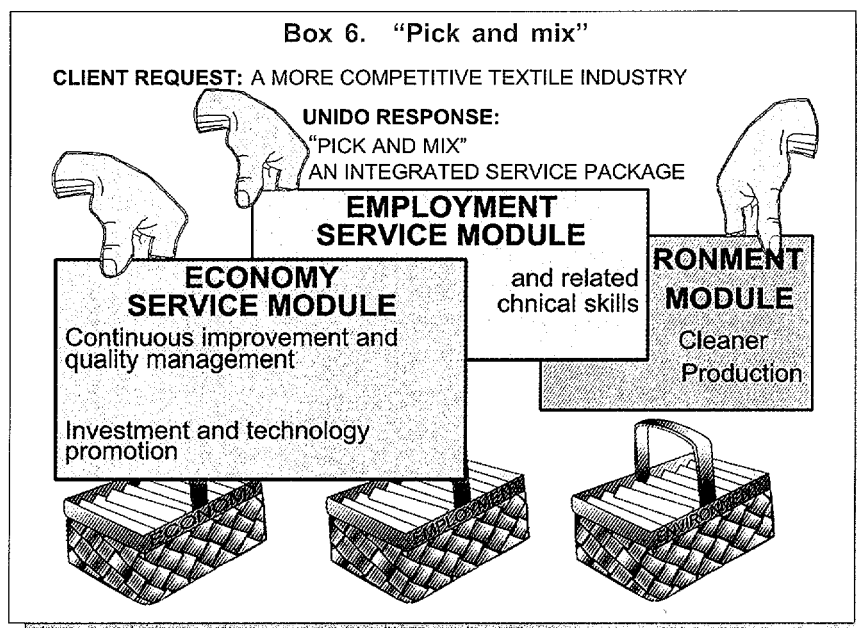
The "3 Es" are in line with the objectives of Agenda 21 and those of other United Nations agencies such as UNDP.

UNIDO's clients are now able to "pick and mix" services from the three baskets according to their specific national or regional needs by:

- Selecting services from within one service module
- Integrating service modules to maximize synergies and complementarities
- Integrating UNIDO services or service modules with the services of other technical cooperation partners within or outside the United Nations system, such as UNCTAD, ILO, FOA, World Bank, private sector and civil society. This "pick and mix" approach enables clients to customize services and build teams of experts from UNIDO, other agencies and development partners to meet their individual needs.

Three levels of intervention for UNIDO's services have also been distinguished: (a) governance, policy and strategy; (b) services to accelerate sustainable industrial development; and (c) business and support services.

This final process of regrouping and concentration of UNIDO's services into 16 service modules has achieved a sharper focus for the Organization's activities and a closer identification and coherence with broader United Nations objectives. At the same time it has been translated into a practical programme by focusing UNIDO's activities on the two major pillars of the Business Plan and its three special thematic areas of concentration.



### Box 7. Cooperation with civil society organizations (CSOs)

Strengthened and innovative cooperation between the public and private sectors are key factors in meeting the challenges of the formidable changes in the world economy and their implications for industrial development. The contribution of industry and business associations and chambers of commerce and industry to industrial development are equally important as the contribution of development NGOs, technical and professional organizations, specialized CSOs in the areas of environment, women, information and standardization, trade and consumer unions, foundations as well as research and development institutions and universities.

Cooperation with the private sector and civil society and its representative organizations is a major priority for a revitalized UNIDO. The new UNIDO service modules provide the basis for cooperation with other development actors such as CSOs, as an essential complement to the development support provided by the Organization. CSO involvement in programmes and projects at the country level ensures a full, coherent and realistic appreciation of industrial development problems. It also allows UNIDO to respond more adequately to client needs. This participatory approach is achieved through the promotion of partnership arrangements as well as the implementation of integrated programmes concentrating on CSO capacity-building and institutional development. Networking with CSOs helps to generate a broad-based participation of people and high-level awareness of sustainable development issues at the country level.

Technical cooperation activities have included the formation and strengthening of entrepreneurial associations at the provincial and state levels in the Solomon Islands and the Federated States of Micronesia, as well as the establishment of an NGO credit centre in Lesotho in cooperation with national CSOs. In Guatemala, Honduras and Nicaragua, chambers of commerce and business associations together with university support have been pivotal in implementing a UNIDO project providing managerial and financial advice as well as training to women entrepreneurs in food processing. In the United Republic of Tanzania, UNIDO has continued to strengthen the institutional framework of the Tanzanian Food Processors Association through training staff and assisting in establishing a savings scheme. Through the Gulf of Guinea large marine ecosystem project, UNIDO has facilitated the establishment of a regional network of CSOs in the area of environment. More than 35 CSOs from several West African countries were involved in a wide range of activities, including increased public awareness, mangrove restoration, waste management and environmental education for protection of fishery resources.

**Box 8. Correspondence of the Service Modules to the Business Plan**

BUSINESS PLAN	Group I		Group II		3 Cross-cutting activities		
	Strengthening of Capacities		Cleaner and Sustainable Industrial Development		Agro-based Industries	SMEs	Women
	Promotion of Investment Technology	Support to Global Forum/ Policy Advice	Support to ESID	Development of Norms/ Implementation of Protocols			
16 SERVICE MODULES	Investment and technology promotion	Industrial policy formulation and implementation (incl. Policy framework for investment and sectoral strategies)  Statistics and information  Metrology, Standardization, certification and accreditation  Continuous improvement and quality management	Environmental policy framework  Cleaner production  Pollution control and waste management  Energy efficiency  Rural energy development	Montreal Protocol  Kyoto Protocol	Upgrading agro-industries and related technical skills	SME policy framework Entrepreneurship development	Policies for women entrepreneurship development

What distinguishes the programmatic transformation is fundamental:

- Box 9. How is the programmatic transformation different?**
- Not budget-driven
  - Systemic approach—administrative, operational, financial, staff career development system, performance appraisal
  - Bottom-up; full participatory approach (involving large numbers of staff at all levels)
  - Extensive field-testing (Burkina Faso, Guatemala, Honduras, Kenya, Nicaragua, Uganda, United Republic of Tanzania, Viet Nam)
  - Programmatic changes not treated in isolation

### Phase III. Implementation

To facilitate the implementation of UNIDO’s programmatic transformation, the Organization designed specific training workshops and seminars, a new management framework and service management cycle, a new staff career development system and other support mechanisms. In addition, a number of country missions to selected donor and recipient countries were arranged to test the market and implement the new services.

#### Training

Special efforts were made to ensure staff understanding of and participation in the development of the new services and supporting administrative and operational procedures. It is in this context that a series of workshops were held since January beginning



with the global UCD meeting, the brainstorming session with team leaders, the workshop with working-level staff, the Director-General's Forum, the meetings with UNIDO Representatives (formerly UCDs) and Heads of IPS offices. In addition, a series of specially designed training workshops were carried out in July, August and September. These workshops, with small numbers of staff and an external trainer, sought to enhance communication skills and, thereby, make more effective presentation of the new services. All levels of staff were involved in this process, including the Director-General, the Managing Directors and the Director of the Office of the Director-General.

Now that the service modules have been finalized, a new round of training with the technical branches and the Regional Bureaux is being launched. The aim is to ensure that branches fully understand the appropriate responses to the three types of service requests identified in the new service management cycle; the nature and scope of the service modules; how the "buy and sell" concept works; how the services can be implemented; how internal and external cooperation is to be effected; how service teams are drawn up; and what is the role of team leaders and service teams.

### **Management framework and service delivery cycle**

To deliver efficiently the new services developed as a result of the programmatic transformation, all UNIDO resources have to be integrated, costed and allocated in a transparent and efficient manner. The impact of the services has also to be assessed and related to their costs and benefits. Accordingly, UNIDO's new management framework has refocused the Organization in a matrix framework with a regional dimension—represented by the regional bureaux—and a functional dimension, represented by the technical branches. Cross-organizational service teams, led by empowered service team leaders, will be the primary means for developing and delivering the services.

#### **Box 10. New management framework and service delivery cycle**

- UNIDO's new management framework: matrix organization with a regional dimension represented by Regional Bureaux and functional dimension represented by technical branches
- Creation of cross-organizational service teams with empowered team leaders as the primary means of developing and delivering services
- Services delivered in three ways: (1) comprehensive programmes; (2) simple service projects; (3) special service proposals
- Pivotal role for Regional Bureaux, Managing Directors, Executive Board to screen, define, refocus, approve requests, draw-up service teams, and appoint service team leaders
- Introduction of a staff time-recording mechanism as a major input in the development of a comprehensive cost accounting system to measure the full cost of UNIDO's services
- Formal evaluation process enhanced by rapid impact assessments by UNIDO staff and representatives in the field to assess impact

The new service management cycle is designed as a further stage in the implementation of the Business Plan and the programmatic transformation. It translates the management framework into operating procedures. The aim is to ensure that the services are delivered in a manner that will have the greatest impact and, thereby, make the most effective contribution to the achievement of sustainable industrial development.

UNIDO's services and service modules are delivered in three ways:

- ❑ Programmes—comprehensive packages of services that combine the expertise of different service modules in an integrated manner
- ❑ Projects—services that are primarily focused on a single module but can also draw on inputs from other modules
- ❑ Special service proposals—services that fall outside the normal scope of the service modules

In all three modes of delivery, there is a straightforward procedure for processing requests for UNIDO's services. Depending on the type of request received for services, this will involve the regional bureaux, Managing Directors and Executive Board. These will be involved in clearly defined instances and in a totally integrated fashion, to screen, define, approve services requests and, where appropriate, draw up UNIDO service teams and appoint team leaders. Regional bureaux and field offices will play a pivotal role in the service management process. They will have a significantly strengthened screening function. They will also be responsible for the overall monitoring and coordination of service delivery at country and regional levels and play an integral role in the implementation process. In particular, they will be responsible for ensuring that UNIDO's technical cooperation is in line with the competencies of the Organization—as expressed by the new service modules—and expeditious and fully responsive to client needs. They will therefore screen all requests, ideas and concepts for potential technical cooperation before they are accepted for further development or approval.

The technical branches are responsible for ensuring that UNIDO's response to clients is efficient and technically effective. A comprehensive cost accounting system is being introduced to enable UNIDO to measure the full cost of delivering its services. The new system, to be introduced by June 1999, will facilitate informal decisions on resource allocation and future budgeting.

Under the service delivery system, the Organization's effectiveness will be judged primarily by the impact of its services. Along with the measuring of costs through the new cost accounting system, the impact of services will be assessed through a variety of means but mainly the evaluation process operated by Internal Oversight. In addition, UNIDO Representatives will now add to the formal evaluation process by providing—through interviews with government officials, client institutions, beneficiaries and donor agencies—assessments of the impact of the delivery of UNIDO services in the countries of their coverage.

### **Career development system and other support mechanisms**

The new management framework, service management process and cost accounting system introduce fundamental changes in the way the Organization operates. A proper human resource and skill base is fundamental to the success of UNIDO's transformation—particularly, the programmatic transformation. To this end, a new staff career development system and other support mechanisms are being introduced. They will become fully operational during 1999.

The system entails new job descriptions for all staff based on the service modules; a new comprehensive training programme—based on the skill gaps revealed by an inventory of existing staff skills and the staff competencies and skills required to implement the service modules; a rotation policy between Headquarters and field offices and between Headquarters posts; and a revamped roster of consultants.

**Box 11. New staff career development system**

- Proper human resource planning is fundamental to the success of the transformation process
- UNIDO's new staff career development system will be fully operational during January 1999 to meet the requirements of programmatic transformation and the new integrated services and service modules. The system includes:
  - A new system of job descriptions for all staff based on service modules
  - An inventory of skills to identify skill gaps
  - A new comprehensive training programme to close skill gaps
  - A rotation policy between Headquarters and field offices and between Headquarters posts
  - A new revamped roster of consultants
  - A new staff performance appraisal system focusing on teamwork
  - A new staff incentive scheme containing, among other things: training abroad, merit awards, a publication of achievements to motivate staff
  - A proper human resource planning to renew and refresh UNIDO's human resource base in response to expected retirements in years up to 2003

A new staff performance evaluation focusing on teamwork is also being developed along with an incentive scheme. This scheme will feature incentives such as training abroad, merit awards and publication of achievements to motivate staff further.

UNIDO believes that—with proper human resource planning, a well designed staff career development system, a new system of staff performance appraisal which also rewards teamwork and a new management framework and service management cycle—efficiency will be greatly enhanced, stress on staff will be reduced and staff morale will increase. Retirements expected in the years up to 2003 will offer an opportunity to renew and refresh the Organization's human resource base as well as ensure more career stability and longer-term job opportunities.

Enhanced information systems are also being developed to support programmatic decision-making and monitoring—particularly to monitor projects, integrate and strengthen financial reporting and enhance communication with field offices and Investment Promotion Service offices.

As requested by Member States, performance indicators are being developed to assess the developmental impact of services so as to facilitate decision-making by UNIDO managers and Member States.

**Missions to donor and recipient countries**

An important part of the implementation of UNIDO's transformation process—particularly the programmatic transformation—is a series of missions to donor and recipient countries to present and test market UNIDO's integrated package of services to its clients. To this end, selected missions to donor and recipient countries are being scheduled. Based on a clear idea of what the Organization can offer in terms of a limited number of integrated services or service modules, the missions are designed to build or strengthen awareness of UNIDO's services.

For recipient countries, they aim to customize the services to make a difference at the field level and have a sustainable development impact. For donor countries, they seek to gain political support for the transformation process and financial support for the implementation of the integrated services.

In carrying out the missions to recipient countries, UNIDO has been careful to develop a clear idea of what type of mission is required for the specific needs of individual countries. These can vary from a short mission by one or more technical staff based on earlier work by UNIDO Representatives; a longer mission to identify demand-driven projects and programmes; or a fully-fledged programming mission based on already identified demands.

### **UNIDO and system-wide cooperation**

An important focus of the implementation process will be UNIDO's new decentralized and empowered network of field offices. The process of effective decentralization and delegation of authority to field offices was initiated in the UNIDO Country Directors meeting in January and consolidated in various subsequent Director-General's Administrative Instructions. The challenge now is to fully integrate UNIDO into coherent United Nations approaches at the country level—in particular, the new United Nations Development Assistance Framework (UNDAF)—and to ensure a consistent system-wide approach to development. The groundwork for this further integration at the country level is now being laid with UNIDO's active participation in UNDAF pilot countries. It is also working closely with United Nations Resident Coordinators to undertake integrated programming in a number of African countries, including Ghana (environment), Guinea (private sector development) and Côte d'Ivoire (environment and private sector development), as well as countries in other regions.

Collaboration is particularly important in the context of reform and refocusing of the multilateral system. It is also important to transform UNIDO into an organization with a clear purpose and identity in the United Nations system. Before, UNIDO suffered from isolation from the rest of the system and a lack of focus. Duplication and overlap with other agencies was also a problem. Box 12 highlights 1998 achievements in this area. In addition to the agreements signed with UNCTAD, UNDP, and UNEP, UNIDO initiated important new cooperation with WTO, ITC, the World Bank and IMF in the implementation of the WTO Integrated Framework of Assistance to LDCs, aimed at improving their trade sectors and trade-related activities. A basic implementation agreement was signed with the United Nations Fund for International Partnerships (UNFIP), and a joint programme is being developed with HABITAT.

UNIDO is committed to systemic approaches and the Secretary-General's overall reform proposals. To this end, it recently seconded a senior staff member to join the United Nations Development Group Office in New York. The reforms launched by the Secretary-General have lent a new and welcomed momentum to the United Nations agenda. The transformation of UNIDO through its new integrated services is dedicated to the overall success of renewal and revitalization in the United Nations system and enhanced system coherence, cooperation and effectiveness.

Since the transformation process began in January 1998, much has been achieved and many difficulties overcome. A new working culture and way of doing business has been created. The transformation process of UNIDO has been the most dramatic and extensive in its history. As the Director-General reminded the Programme and Budget Committee in September 1998, it is vitally important that UNIDO demonstrates its relevance and impact in the continued debate on the future of the United Nations as a system.

### Box 12. Inter-agency collaboration

Inter-agency collaboration in UNIDO features five major objectives:

- To contribute to and fully support system-wide reform initiated by the Secretary-General
- To align UNIDO policy firmly with the broad United Nations global agenda, and in this context, UNIDO's corporate vision and programmatic focus
- To develop a practical country programme concept within the UNDAF framework
- To elaborate and operationalize concrete partnerships with the private sector and civil society
- To firmly establish Africa and LDCs as UNIDO's number one priority and operationalize this priority

How were these priorities implemented? Together with the integrated programmes described in chapter III, they were implemented through the elaboration of a number of inter-agency agreements. The following selection are indicative of the general approach UNIDO is taking in developing strengthened inter-agency collaboration.

- United Nations Conference on Trade and Development (UNCTAD)

This was the first agreement. It was important to eliminate perceived overlaps and duplication, particularly in the area of investment promotion. A memorandum of understanding was signed on 26 March. A progress report in May identified possible areas of collaboration. These were further specified with a clear division of labour in a second progress report in October. There is now a clear focus of collaboration on *investment promotion and SMEs*.

- United Nations Development Programme (UNDP)

UNDP has traditionally been a major partner and source of funds for UNIDO. With the promotion by UNDP of national execution, this relationship changed drastically and UNIDO had to seek alternative sources of funding. The joint letter signed on 31 October marks a new positive point of departure between the two organizations. It has an important focus of collaboration at the *policy, programmatic and operational levels*.

It also represents important potential support for the implementation of the UNIDO integrated packages of services or programmes at the field level, focusing on sustainable industrial development in Africa.

At the same time, UNIDO is the only specialized agency participating in the United Nations Development Group Office (DGO). A senior UNIDO staff member has been seconded to this office since 1 September on a non-reimbursable loan to help develop common tools for the system, and especially to further the development of the UNDAF process. Participation in the UNDAF process is mandatory for all UNIDO Representatives in their countries of coverage. UNIDO participation in DGO was the subject of appreciation in ACC and held up as a model for others to follow.

- United Nations Environment Programme (UNEP)

A global joint programme was signed in Buenos Aires in November. The focus of collaboration will be *industrial clean production processes, chemical pollutants, fresh water and other joint activities*. UNIDO has enjoyed significant and successful collaboration with UNEP in recent years in the area of National Cleaner Production Centres. The joint programme is along the lines of the UNCTAD agreement and will help strengthen UNIDO's focus on sustainable industrial development, as well as its operational capacity.

- Cooperation with other organizations in the system has taken diverse forms, such as participation in the WTO programme on trade-related activities and with the Department of Economic and Social Affairs on work of the Commission on Sustainable Development.

# Part two

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## UNIDO performance

### Introduction

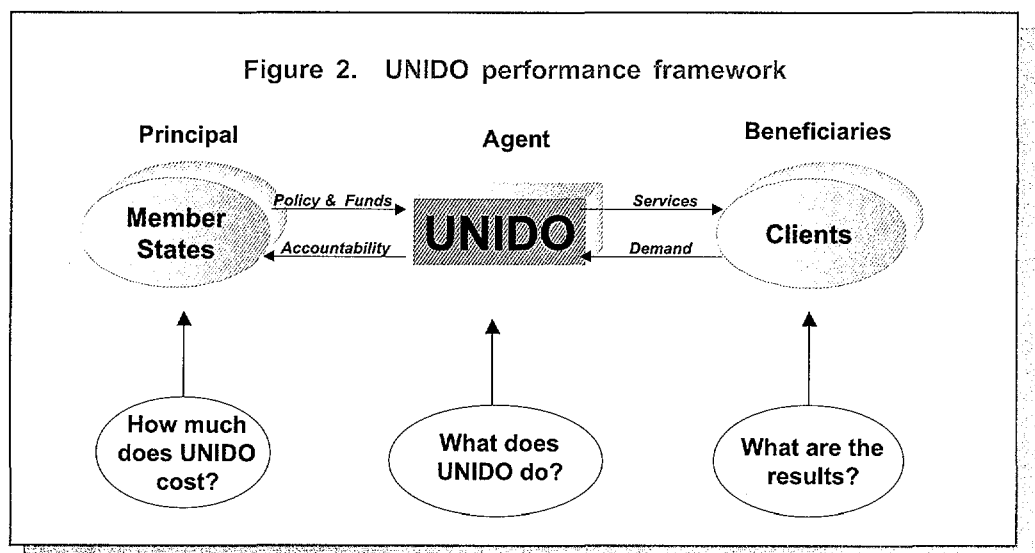
Having outlined in part one the measures undertaken in 1998 to transform the Organization, the following chapters focus on performance. Measuring the performance of development organizations is a daunting task. This report addresses that challenge in a number of ways: in narrative form in the following chapters and in tabular material in the programme performance report, which constitutes an integral part of the Annual Report. In chapter I, an initial attempt is made to apply a number of new indicators to facilitate an assessment of organizational performance in 1998. In subsequent chapters, performance is addressed from a variety of perspectives.

A selection of successful projects highlighted in chapter II demonstrate how past UNIDO activities have made a measurable impact in recipient countries. Indeed, identifying and building on existing strengths was a keystone in the transformation process. Other chapters attempt to enable the reader to evaluate UNIDO performance against the Business Plan.

# Performance indicators

In this section, a simple framework is used to facilitate a broad assessment of performance. For this purpose, UNIDO can be considered as an “agent” for development, mandated by Member States (the “principal”) to provide services to clients and beneficiaries in developing countries and economies in transition.

Through the programme budgeting process, Member States provide the Director-General with policy directives and overall performance goals together with requisite funds. Within the broad parameters set by Member States, the Director-General designs the service delivery mechanism on the basis of knowledge, experience and networks. Services are delivered in response to the demand for them. The Director-General is accountable to Member States for the achievement of the goals and the manner in which resources are utilized. The Director-General also provides advice to Member States on new policy initiatives and proposals.



Within this framework, UNIDO performance may be reported in such a way to answer three broad questions: What does UNIDO do? What are the results? and How much does it cost? In the present report these questions are applied to 1998 performance. Emphasis is placed on the impact on clients in their efforts to industrialize, and on outputs and results rather than inputs. Attempts are made to use performance indicators systematically.

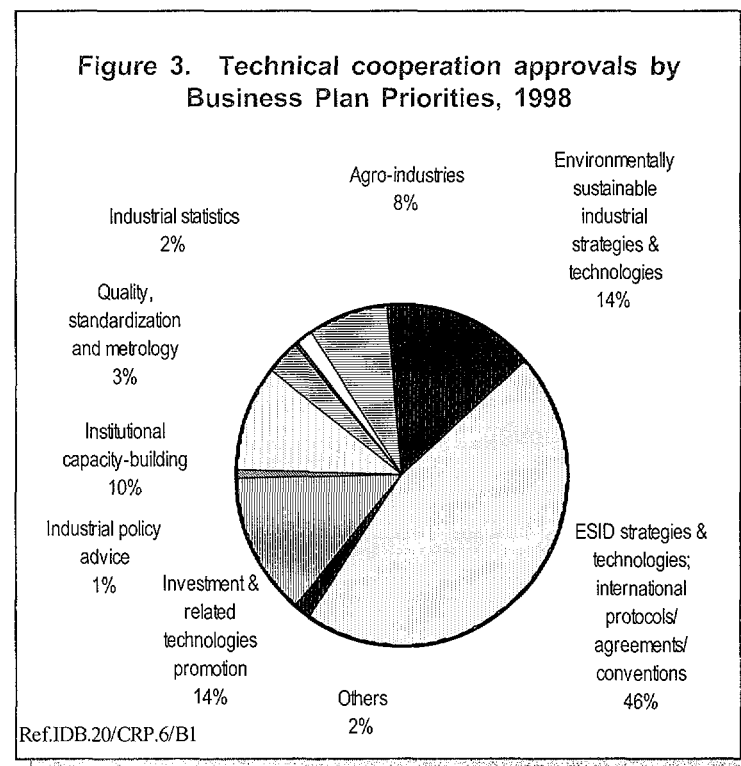
### What did UNIDO do?

Part one of this report provides information on the measures taken in 1998 to transform UNIDO. In part two, an overview of the guiding principles and methodology of the new UNIDO service delivery is presented in chapter III, which highlights 16 integrated packages of services, including seven pilot cases featuring programmes for five LDCs.

Chapters IV and V provide achievements and significant initiatives of the technical branches established along the lines of the priorities of the Business Plan. Illustrative examples show how the branches and divisions have responded to those priorities and to the transformation process.

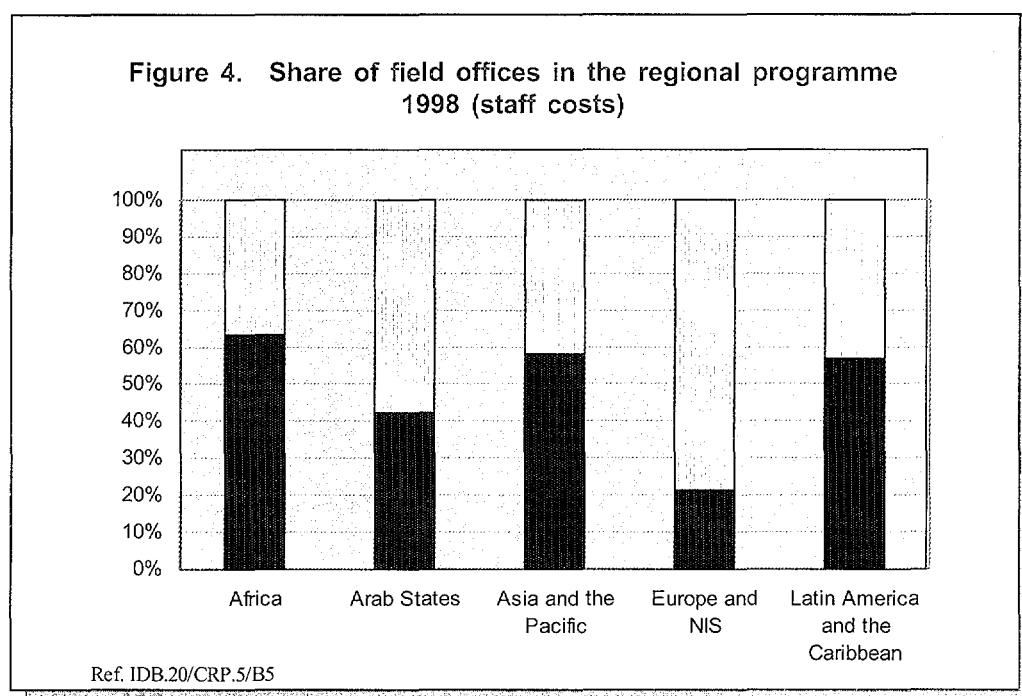
An analysis of approvals under the Business Plan priorities shows that projects under “environmentally sustainable industrial development strategies and technologies, and international protocols”<sup>1</sup> accounted for 46 per cent of the UNIDO total in 1998 (figure 3). “Environmentally sustainable industrial strategies and technologies” constituted the second largest share (14 per cent), followed by “promotion of investment and related technology” (14 per cent) and “institutional capacity-building” (10 per cent).

Developments in the field representation programme are provided in chapter VI. Particular focus is given to decentralization of functions from Headquarters to field offices and accompanying delegation of authority and resources. The focus on the field started to take effect gradually in 1998 as the transformation progressed. Taking staff cost as a base, the share of the field offices in the regional programmes averaged 57 per cent in 1998. As shown in figure 4, the highest share was visible in Africa (63 per cent), followed by Latin America and the Caribbean (58 per cent).



<sup>1</sup>Additional information on the definition of environmentally sustainable industrial development categories, based on the Business Plan, is provided in chapter VIII.





### What were the results?

In chapter II, selected UNIDO success stories are presented. Reflecting the fact that developmental results are achieved after several years of UNIDO assistance, most selected projects have been operational for several years. For each project, the goal, strategy and identifiable results achieved are reported in summary form. This section shows in concrete terms the potential of UNIDO programmes.

### How much did UNIDO cost?

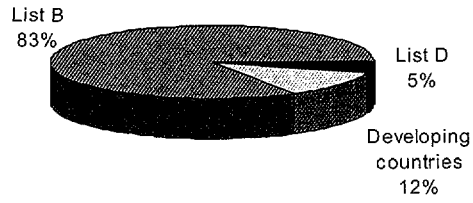
Services delivered to UNIDO clients in 1998 are summarized in the aggregate statistical analysis (chapter VIII).

Chapter IX describes developments in mobilization of funds for the delivery of integrated packages of services. It also provides an overview of strategies and approaches in 1999, as well as statistics on voluntary funds mobilized. In 1998, UNIDO received voluntary contributions amounting to \$34 million from 31 Member States. Figure 5 shows the share of voluntary contributions according to lists of States in Annex I to the Constitution. Sixty-five per cent of voluntary contributions were received in the Industrial Development Fund, and 35 per cent as trust funds, including self-financed trust funds.

In terms of the regular budget, receipts for payment by Member States of assessed contributions totaled \$54.6 million for 1998 (including overpayments from 1997). Figure 6 indicates the ratio of voluntary against assessed contributions.

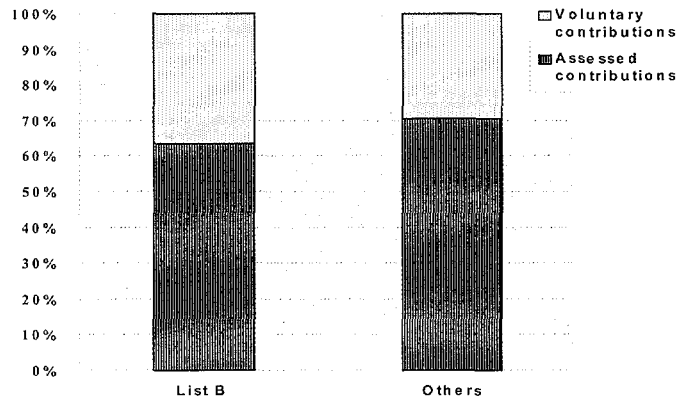
Other significant performance indicators are provided in tabular form in the programme performance report issued as part of each UNIDO Annual Report. For 1998, the programme performance report is available in two parts: operational statistics and other appendices (IDB.21/11-PBC.15/11), and a list of technical cooperation projects (IDB.21/12-PBC.15/12).

Figure 5. Voluntary contributions received in 1998



Ref. IDB.20/CRP.5/B2

Figure 6. Ratio of voluntary against assessed contributions in 1998



Ref. IDB.20/CRP.5/C5



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## Success stories

### Global: Montreal Protocol on Ozone Depleting Substances

**Funding:** \$153,994,000 (total for 252 projects under implementation)

**Duration:** 1993 (ongoing)

**Goal:** To phase out ozone depleting substances in developing countries and economies in transition.

**Issue:** UNIDO is one of four implementing agencies of the Montreal Protocol, which calls for the phase out of ozone depleting substances (ODSs). UNIDO deals with eliminating the use of ODSs in refrigerants, foams, aerosols, solvents, and phase out of the use of methyl bromide as a fumigant. The other implementing agencies are UNDP, UNEP and the World Bank.

**Strategy:** UNIDO assistance focuses on direct support to enterprises in converting their production lines to eliminate the use of ODSs, in particular replacement or retrofitting of equipment for adaptation to alternative substances that are environment friendly and often require considerable investment. UNIDO also provides support to the ozone authorities appointed in each country, by assisting them in the formulation of country programmes and strengthening their capacities to make informed decisions on technology and policy options. Advice is provided on plant-level conversion to non-ODS based production lines and substances, capacity-building and alternatives to ODSs as fumigants. These services are provided for aerosols, air conditioning, foams, aqueous and semi-aqueous cleaning and solvent cleaning.

The objective of UNIDO's programme to phase out methyl bromide is to demonstrate the feasibility of economically sound alternatives in applications envisaged in the Montreal Protocol. The projects are designed to substitute the use of methyl bromide, including its use as a fumigant in agriculture.

### Results

- Country beneficiaries of UNIDO programmes to phase out CFC-11 and CFC-12 in refrigeration include Algeria, Argentina, Barbados, Benin, Brazil, Burkina Faso, Cameroon, China, Egypt, Gambia, Guinea, Guyana, Indonesia, Islamic Republic of Iran, Jordan, Kenya, Lebanon, Mexico, Morocco, Mozambique, Nicaragua, Nigeria, Pakistan, Philippines, Romania, Senegal, Sudan, Syrian Arab Republic, Tunisia, United Republic of Tanzania, Venezuela, Viet Nam, Zimbabwe.

**Phase out of 6,338.75 ODP tonnes.<sup>1</sup>**

- ❑ 21 country beneficiaries of UNIDO programmes to eliminate ozone depleting substances in the foam sector (Algeria, Argentina, Brazil, Côte d'Ivoire, Cameroon, China, Croatia, Democratic People's Republic of Korea, Egypt, Indonesia, Islamic Republic of Iran, Lebanon, Malaysia, Nicaragua, Romania, Sudan, Syrian Arab Republic, The former Yugoslav Republic of Macedonia, Tunisia, Turkey, Venezuela).

**Phase out of 3,245 ODP tonnes.**

- ❑ 10 country participants in UNIDO programmes to eliminate CFCs in industrial production of aerosols (Algeria, Côte d'Ivoire, Croatia, Kenya, Lebanon, Romania, Sudan, Syrian Arab Republic, Tunisia, United Republic of Tanzania).

**Phase out of 2,664.50 ODP tonnes.**

- ❑ 10 country beneficiaries in elimination of ODSs in production of solvents (Algeria, Brazil, China, Democratic People's Republic of Korea, Egypt, India, Kenya, Pakistan, Peru, Yugoslavia).

**Phase out of 400.9 of ODP tonnes.**

- ❑ 18 country requests for implementation of demonstration projects to assess economic implications of alternative pesticide methods (Argentina, Botswana, Brazil, Cameroon, China, Croatia, Democratic People's Republic of Korea, Jordan, Kenya, Mexico, Morocco, Syrian Arab Republic, Thailand, Tunisia, Turkey, Uruguay, Viet Nam, Zimbabwe).

Cuba is the first country to phase out the use of methyl bromide in tobacco cultivation.

**Global: National Cleaner Production Centres Programme**

**Funding:** \$7,000,000 (Brazil, Czech Republic, Japan, Netherlands, Norway, Switzerland)

**Duration:** 1994 (ongoing)

**Goal:** To promote cleaner production methods and environmental management.

**Issue:** Industrial pollution can be reduced through a series of preventive measures aimed at optimizing production processes, thereby reducing the consumption of raw materials. Although the experience in industrialized and developing countries shows that it is possible to lower production costs and at the same time reduce environmental impact by applying cleaner production methods, the concept of cleaner production is still in its embryonic stage. National environmental and industrial policies often maintain traditional approaches to environmental control by merely setting discharge

<sup>1</sup>ODP: The ozone depletion potential of the chlorine or bromine-containing compound is a measure of its relative ability to destroy stratospheric ozone.

standards and implementation schedules based on pollution abatement technologies for the end of the production cycle. This discourages many industries from adopting cleaner production methods. Furthermore, manufacturers often lack information about clean technologies and methods of reducing the use of raw materials and/or the emission of pollutants.

**Strategy:** Cleaner production is based on the continuous application of an integrated environmental strategy applied to production processes, products and services. The aim is to achieve ecological efficiency and reduce health and environmental risks. In reference to production processes, cleaner production involves the conservation of raw materials and energy, elimination of toxic raw materials and reduction of the quantity and toxicity of all emissions and wastes. When applied to manufacturing, cleaner production means the control of the entire product cycle, from use of raw materials to disposal. Finally, anti-pollution measures have to be incorporated into designing and delivering services.

National Cleaner Production Centres set up by UNIDO in cooperation with local institutions are in charge of four activities: in-plant demonstrations, training, information dissemination and policy assessment and advice. In-plant demonstrations show how the cleaner production concept functions in a given country and in a given industrial sector. Training is conducted through seminars and in-plant demonstrations. The dissemination of information has several objectives: to raise awareness about the advantages of cleaner production, establish databases on environment-friendly technologies and serve as a forum for the exchange of experiences. Finally, the Centres assess existing environmental policies and provide guidance on how to better incorporate the cleaner production concept.

## Results

- ❑ 15 National Cleaner Production Centres established (Brazil, China, Costa Rica, Czech Republic, El Salvador, Guatemala, Hungary, India, Nicaragua, Mexico, Slovakia, Tunisia, United Republic of Tanzania, Viet Nam, Zimbabwe).
- ❑ 404 in-plant demonstrations given in 15 countries.
- ❑ 1,020 technicians specialized in cleaner production trained.
- ❑ 24,000 representatives from various industrial sectors, government ministries, academic and financial institutions participated in awareness-raising seminars and workshops on application of cleaner production.

## Global: Subcontracting and Partnership Exchange Programme

**Funding:** \$8,000,000 (Austria, Belgium, France, Italy, Switzerland, European Union, UNDP, World Bank, United Nations Office of Project Services — increasingly self-financing)

**Duration:** 1984 (ongoing)

**Goal:** To create a network of centres for the promotion of industrial subcontracting and supply chains between small- and medium-sized enterprises and large national or international companies.

**Issue:** Small- and medium-scale industrial producers often lack the appropriate knowledge and connections that would enable them to establish cooperation with bigger companies interested in outsourcing the production of parts, components or

processes. Setting up subcontracting and partnership exchanges (SPXs) can be beneficial both for large- and small-scale producers. The former reduce their costs by outsourcing production and acquiring tailor-made components, while the latter increase their capacities and productivity, improve quality, reduce marketing costs through direct sales to clients and create additional jobs.

**Strategy:** UNIDO created national and regional SPX networks and assisted them in adopting appropriate tools, including the UNIDOSS software, and methodologies to develop, manage and analyse technical information. Specialized training courses were organized on the promotion of subcontracting and partnership exchange, quality improvement, upgrading of technology and new management techniques.

## Results

- ❑ 45 subcontracting and partnership exchanges operating without UNIDO intervention in 30 countries (Algeria, Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Côte d'Ivoire, Cuba, Czech Republic, Ecuador, Egypt, France, Guatemala, Iraq, Jordan, Kenya, Lebanon, Madagascar, Mauritius, Mexico, Morocco, Paraguay, Peru, Poland, Slovakia, Tunisia, Turkey, Uruguay, Venezuela).
- ❑ 300 technical staff trained to work in the subcontracting promotion centres.
- ❑ 5,000 entrepreneurs participated in awareness-building seminars on subcontracting and outsourcing.
- ❑ 15,500 enterprises registered in the 48 SPX databases established in 30 countries.

## Asia and the Pacific: Regional Network on Safe Pesticide Production and Information

**Funding:** \$15,400,000 (UNDP and national Governments)

**Duration:** 1993-1999

**Goal:** To promote safety in the production and use of pesticides to protect farmers, producers, consumers and the environment in Afghanistan, Bangladesh, China, India, Indonesia, Islamic Republic of Iran, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Republic of Korea, Sri Lanka, Thailand and Viet Nam.

**Issue:** The role of pesticides in accelerating agricultural production came under scrutiny as the public learned more about the impact of unsafe production methods and persistent organic pollutants on communities and the environment. The pesticide sector in developing countries needed a multifaceted approach to solve its problems: introduction of clean technologies, revamping old plants, promoting the use of personal protective equipment, treating effluents, controlling pollution and establishing safety standards and guidelines as well as an ongoing promotion and formulation of user- and environment-friendly pesticides.

**Strategy:** The Regional Network on Safe Pesticide Production and Information for Asia and Pacific (RENPAP) was established as a forum for industry, agriculture, health and labour interests in pesticides. Ten technical coordination units were set up in China, India, Indonesia, Malaysia, Pakistan, Philippines, Republic of Korea and Thailand. They organize workshops and provide training and services in specialized areas of pesticides

such as data collection and dissemination, pesticide formulation technology, integrated safety, eco-toxicology and industrial hygiene for all 15 RENPAP member countries.

## Results

- ❑ 500 senior personnel from industry and government trained in scientific and managerial aspects of safer and cleaner pesticide production.
- ❑ 300,000 tonnes of hexachlorobenzene pesticides eliminated from use in India since 1996, representing 30 per cent of the country's total pesticide consumption.
- ❑ 30 per cent of chemical pesticides in India, Myanmar and Thailand substituted by a natural pesticide alternative derived from the neem tree.
- ❑ China's Huhan manufacturing company, now the second largest producer of bio-pesticides in the RENPAP region, is transferring technology to other countries, such as Thailand.
- ❑ Increase in number and quality of cleaner and user-friendly crop protection agents, including bio-botanical pesticides.

## Argentina: Assistance to the Automotive Regime

**Funding:** \$2,000,000 (self-financed)

**Duration:** 1993 (ongoing)

**Goal:** To increase the competitiveness of Argentina's motor industry through a programme of industrial modernization and trade liberalization.

**Issue:** By the beginning of the 1990s, automotive production in Argentina had plummeted to a third of its 1973 all-time high. The country's former economic regime, based on trade protection, had brought the industry to the verge of collapse. A new approach to tackle the legal and administrative aspects of overhauling the automotive regime, which affects more than 500 firms, was needed.

**Strategy:** The centrepiece of the project was the development of an auditing scheme to monitor motor companies' adherence to Argentina's new automotive regime. In its role as honest broker, UNIDO selects and supervises the auditing firms that carry out the annual audits. The financial accounts and stock inventories of some 150 firms have been audited. Support personnel have been appointed in the Argentinean Secretariat of Industry to liaise between the Government and motor companies to monitor the application of the regime.

## Results

- ❑ Five-fold increase in automotive production from 1993 to 1997.
- ❑ \$3 billion rise in automotive investments by 1997.
- ❑ 90 per cent of production updated.

- ❑ \$180 million in compensation paid by motor companies to Government for not fulfilling obligations under new automotive regime.

## Brazil: Assistance to Modernize the Textile and Apparel Industry

**Funding:** \$5,500,000 (UNDP and self-financed trust fund by SENAI/CETIQT)

**Duration:** 1987 (ongoing)

**Goal:** To assist the Brazilian textile and apparel industry to remain competitive in the domestic and international market and reduce the negative environmental impact of the textile dyeing and printing subsector.

**Issue:** The opening up of the Brazilian economy in 1991 represented a major challenge for the country's textile and apparel industries. Previously protected by high import tariffs, they had to face strong competition from foreign textiles and garments. From 1990 to 1993, employment in the textile industry fell by 50 per cent. This dramatic drop was due to the closure of uncompetitive companies and to investments in modern, highly productive equipment. To utilize fully the opportunities brought by new technologies and equipment as well as to develop local expertise, advice from highly qualified international experts was required.

**Strategy:** The programme consisted of two phases. Until 1992, the Technology Centre for the Chemical and Textile Industry under the National Training Service for the Industry (SENAI/CETIQT) received technical assistance, implemented by UNIDO and funded by UNDP, with some cost-sharing contribution from the recipient. In 1992, SENAI/CETIQT opted for a self-financed trust fund, UNDP in Brazil having shifted its focus from industrial development. The programme has focused on strengthening national counterparts in a wide range of modern technologies, which assist the industry in remaining competitive while at the same time reducing pollution from textile dyeing and finishing. CAD/CAM technologies have been promoted to increase production flexibility, reduce delivery times and enhance design capabilities. In the apparel industry, the focus has been on application of CAD/CAM technologies, which reduce waste from cutting, improve the fit of apparel, prepare a fast and accurate pre-costing of the final product, reduce delivery time and permit buyers to make production and design changes even at the last possible moment. Additional services have been provided in quality systems by establishing and training a special section for ISO 9000 standards.

Companies receiving assistance from international experts and national counterparts at CETIQT pay for the services and keep the trust fund revolving. With the present phase of the project ending in July 1999, SENAI /CETIQT is requesting an extension of the programme by three years, at a value of approximately \$3 million, to assist in establishing textile and apparel programmes leading to an internationally recognized M.Sc. degree, establishment of a special department for development of modern, interactive and audio-visual teaching aids and strengthening of its environmental laboratory.

### Results

- ❑ 50 specialized training courses organized for more than 1,000 participants.
- ❑ 40 management consultancy contracts carried out with local enterprises.
- ❑ 100 small- and medium-scale apparel manufacturers provided with marker-making services.
- ❑ 6 vertical textile mills brought to ISO 9000 standards and accredited.



- ❑ 2 international conferences on textiles and apparel convened, each with more than 1,000 participants.
- ❑ \$4 million worth of equipment donated to the SENAI/CETIQT school by local machine suppliers in recognition of service excellence.

## Guinea: Promotion of Small and Medium Enterprises

**Funding:** \$3,000,000 (UNDP)

**Duration:** 1993-1998

**Goal:** To promote the creation and development of small- and medium-scale enterprises (SMEs) through the provision of financial and managerial support.

**Issue:** While numerous public, private and non-governmental organizations promote the development of small- and medium-scale enterprises and address problems related to limited access to financial, technical and human resources, there is much to be done to develop the sector. SMEs and the informal economic sector absorb more than three-quarters of the labour force in urban and rural areas. The lack of entrepreneurial spirit, knowledge of how to manage an enterprise and adequate credit lines impede the informal sector from entering the mainstream economy.

**Strategy:** The project focused on providing credit for starting up small- and medium-sized businesses as well as expanding existing ones. A revolving fund of \$1.7 million was established with UNDP financing and operated in cooperation with the Banque Internationale pour le Commerce et l'Industrie pour la Guinée. Business advisers from the Micro-project Units, in the Office of Promotion of Private Investment, analysed numerous business proposals for starting up or expanding small- and medium-scale enterprises around the country to evaluate the commitment of the entrepreneurs and the feasibility of their projects as well as to determine which would qualify for credits. Business advisers were trained in pre-investment analysis and how to support entrepreneurs through technical and financial services. A database was established covering projects of existing and prospective entrepreneurs in the country seeking investment.

### Results

- ❑ 118 projects financed by the UNDP fund with total capital investment of \$2.6 million.
- ❑ 75 projects financed through the support of UNICEF, ILO and the European Union, using the mechanism devised in the UNDP/UNIDO project.
- ❑ 64 per cent loan recovery rate, with 80 per cent recovery rate in some zones.
- ❑ Efforts to increase loan recovery rate ongoing in the form of intensified monitoring.
- ❑ 1,450 jobs created in garment-making, metal-working, food processing, services and building materials.
- ❑ 30 per cent of beneficiaries are women.
- ❑ 40 enterprises set up by handicapped persons.
- ❑ Micro-project Units transformed into an autonomous institution (Independent Agency for Integrated Assistance to Enterprises), providing integrated financial and technical support to SMEs.

## Hungary: Improving Frozen Food Quality

**Funding:** \$465,050 (United Kingdom)

**Duration:** 1991-1998

**Goal:** To upgrade technical standards in Hungary's food industry by improving product quality and introducing the practice of total quality management.

**Issue:** As a major foreign exchange earner, the Hungarian food industry had to improve its quality standards to meet requirements for exporting to the European Union.

**Strategy:** The project focused on the frozen food sector, which has 21 important plants. Szekesfehervar Frozen Food Plc., one of the largest frozen food producers, was chosen as a demonstration plant for introducing the model system. At the same time, British experts trained the staff of the Development and Quality Institute of the Frozen Food Industry to enable them to provide technical support to companies trying to meet European Union requirements.

### Results

- ❑ 700 technicians from 221 companies trained in techniques to eliminate hazards in food manufacturing (Hazard Analysis and Critical Control Points).
- ❑ 71 companies introduced Hazard Analysis and Critical Control Points.
- ❑ Szekesfehervar Frozen Food Plc. and 12 other companies accredited to ISO 9002.
- ❑ 26 companies implemented total quality management.
- ❑ Manual published on good manufacturing practices for the food industry.

## India: Integrated Investment and Technology Promotion Programme

**Funding:** \$1,340,000 (UNDP, IDF and self-financed)

**Duration:** 1994-1998

**Goal:** To increase the flow of private investment to small- and medium-sized companies.

**Issue:** Small- and medium-sized companies are handicapped in their development by having limited information about international markets and potential international partners interested in various forms of investment and cooperation.

**Strategy:** In association with the Indian Ministry of Industry, an integrated investment and technology promotion programme has been designed to increase foreign direct investment and other forms of technical and financial collaboration. UNIDO identified Indian companies with the potential to attract foreign partners and selected international investors. Following the selection process international investment forums (Intechmarts) were organized, seven of which have been held since 1994. Three were held in New Delhi, involving companies throughout India. One regional forum was held in the south for companies in Tamil Nadu, Kerala, Andhra Pradesh, Karnataka and Pondicherry. One Intechmart focused on the state of Madhya Pradesh. Two forums, held in Calcutta, were dedicated to the leather industry.

## Results

- ❑ 800 industrial investment proposals discussed with 700 international companies from 50 industrialized and developing countries.
- ❑ 25 cooperation/investment agreements finalized.
- ❑ \$27 million invested by Concept Group International Ltd. (United Kingdom) in building a tractor manufacture plant in Hoshiapur, Punjab, in cooperation with International Tractors Ltd., New Delhi.
- ❑ \$2.2 million invested by Kurt O. John Shoe Components (Germany) for establishing a subsidiary in Noida producing soles and heels.
- ❑ \$13 million invested by Bertuzzi (Italy) in setting up a multi-fruit processing plant in Hyderabad, in cooperation with Leafin Export Ltd., Hyderabad.
- ❑ \$1 million invested by MAP (France) for the manufacture of coconut-fibre mats in cooperation with DC Mills, Kerala.
- ❑ 371 letters of intent signed, of which 256 now in advanced stage of business negotiation.

## Kenya: Establishment of the Training and Production Centre for the Shoe Industry

**Funding:** \$900,000 (IDDA and IDF)

**Duration:** 1993 (ongoing)

**Goal:** To improve quality and design of locally-made footwear to enhance international competitiveness.

**Issue:** The abundance of hides and skins coupled with the tradition of producing footwear for local consumers had failed to make Kenya into a shoe exporter. Footwear producers did not adopt new technologies and adjust to rapidly changing fashion trends. Although Kenyan manufacturers exhibited their products at international fairs, they received no export orders because their designs could not compete internationally. The lack of proper design capabilities, managerial skills and awareness of appropriate materials and modern marketing techniques required external expert assistance.

**Strategy:** The Training and Production Centre for the Shoe Industry at Thika, established at the request of the Kenya Footwear Manufacturers Association, organizes specialized training courses for manufacturers and provides support services to small- and medium-sized producers. Training courses include shoe design and pattern cutting, shoe upper cutting and stitching, basic technologies and leather sole making as well as business training. In addition, the Centre offers pattern design and cutting, die making, cutting of shoes and leather goods, stitching, upper shoe making and other services to producers who cannot afford to buy costly technology required to carry out all these activities on an individual basis. International experts assisted in developing a new model of sandals for export. They adapted traditional designs to international tastes, substituted tire soles for leather ones and improved the quality of cutting and stitching. Specialized marketing assistance, including participation in international fairs, is also organized.

## Results

- ❑ Design and production of the unique brand of “Out of Africa Look” sandals.
- ❑ 400 shoe manufacturers received specialized training.
- ❑ 170 jobs created for rural women, who produce decorations and trimmings for sandals.
- ❑ Rural non-governmental organizations actively involved in organizing the manufacturing of decorations.
- ❑ \$128,000 worth of orders for African sandals placed by Italian, Japanese, South African, Spanish and Swiss companies.
- ❑ 30 per cent increase in leather production by local tanneries.
- ❑ Increased purchases of good quality leather by footwear manufacturers for manufacturing sandals designed for export.
- ❑ Additional UNDP funds (\$60,000) provided for training of women, the disabled and street children.

## Nepal: Establishment of Demonstration Tannery Effluent Treatment Facilities

**Funding:** \$617,100 (Austria)

**Duration:** 1995 (ongoing)

**Goal:** To minimize environmental degradation caused by the tanning industry.

**Issue:** Nepal has 16 tanneries processing goat, buffalo and cow skins. They are located in Kathmandu, Hetauda, Bhairahawa, Birgunj and Biratnager. Most of the production is exported: 70 per cent in the form of wet-blue leather, 20 per cent in the form of crust leather and 10 per cent as finished leather. Since 1983, tanneries have not been eligible for special government incentives and are subject to market forces. Due to the importance of the leather sector for the economy, the Government requested UNIDO assistance in pollution control.

**Strategy:** Birgunj, where ten tanneries are located, was the site chosen for installing an industrial-sized demonstration waste water treatment plant, chrome recovery unit and laboratory.

## Results

- ❑ First tannery effluent treatment plant in Nepal constructed on the site of Narayani Skin Tanning Industry in Birgunj now fully operational.
- ❑ Common chrome recovery unit established on site regularly used by Narayani and Everest tanneries, reducing amount of chrome discharged and offsetting cost through savings in amount of chrome needed.
- ❑ Upgraded regional laboratory of National Bureau of Standardization and Metrology analyses samples of exhaust chrome liquor and of liquor from the common chrome recovery unit.

- ❑ Management and technical staff of 10 tanneries received on-the-spot advice in product development and optimization of processes.
- ❑ 15 persons trained to date.

## Saudi Arabia: Creation of the National Measurement and Calibration Laboratory

**Funding:** \$1,333,278 (UNDP and Saudi Arabia)

**Duration:** 1993-1998

**Goal:** To establish a national measurement and calibration laboratory at the National Standards Institution to upgrade metrology and calibration capabilities in the region to international level.

**Issue:** The National Standards Institution requested the creation of a specialized laboratory capable of providing services in calibration of measuring facilities.

**Strategy:** The project focused on the installation of requisite laboratory equipment and on training courses for operation of the new equipment and the provision of scientific services to industry in metrology and calibration. A manual on quality standards was also elaborated.

### Results

- ❑ National Metrology and Calibration Laboratory established, now provides services in metrology and calibration at national and regional levels that meet international requirements.
- ❑ 24 technicians trained in various fields of metrology and calibration.

## United Republic of Tanzania: Integrated Training Programme for Women Entrepreneurship Development in Food Processing

**Funding:** \$1,195,000 (Austria)

**Duration:** 1992 (ongoing)

**Goal:** To improve women's entrepreneurial skills in food processing through an integrated training programme combining basic and advanced business skills with technological improvements, enabling them to manage their own businesses.

**Issue:** Tanzanian women have a long tradition in food processing either in households or in micro- and small-scale enterprises. Although food producers, they lack both essential technological and managerial skills to expand and improve their businesses in the free market environment. Traditional methods of food preservation and processing do not allow for quantitative and qualitative improvements. The survey conducted prior to project initiation identified a number of problems of small-scale enterprises in food processing: local food was not usually processed; lack of quality standards impeded access to markets; difficulties existed in obtaining packaging materials and labels; supplies of raw materials were irregular; and working capital was lacking.

**Strategy:** Seven provinces were chosen to participate in training programmes. The Small Industries Development Organization, with its network of 20 regional offices, was selected as a local counterpart. UNIDO's training manual was adapted to local circumstances and translated. The sessions — training of trainers from each region, as well as training of women at the grass roots level — included courses on how to manage every aspect of a small business and on the technological and hygienic aspects of production. Practical technological training focused on the production of a wide range of products. Upon completion of the course, women receive a certificate and are regularly monitored and advised on quality improvement and expansion of production.

## Results

- ❑ From the first group of 735 trained women (240 in two-month and 495 in one-week courses), 75 per cent now manage to earn their regular income from food-processing activities.
- ❑ 50 per cent of trained women able to meet basic family needs (food, clothing, medical care, school fees).
- ❑ \$400 to \$2,000 range of assets in entrepreneurs' production and equipment facilities.
- ❑ 90 entrepreneurs received hands-on advice and assistance.
- ❑ 37 trainers trained to assist women entrepreneurs and monitor their work.
- ❑ Tanzania Food Processors Association established as a business network to provide long-term institutional support in promotional training programmes.
- ❑ Approach applied in similar project in Central America.

### Box 13. Women in industry

With its service modules on entrepreneurship development and policy for women's entrepreneurship development, UNIDO is actively supporting the development of gender-sensitive policies, thereby yielding better opportunities for women in a sound and efficient business environment. This continues an established tradition of UNIDO activities addressing gender issues. Results achieved contribute directly to poverty alleviation, employment generation and economic empowerment.

- ❑ In Mali, Morocco, Nigeria, Senegal, United Republic of Tanzania and Viet Nam, UNIDO improved women's entrepreneurial skills through an integrated training programme geared towards enabling women to run their businesses efficiently in free market conditions.
- ❑ As a result of UNIDO training, 129 Vietnamese women entrepreneurs improved hygienic conditions in production, increased output, modernized production processes, applied new accounting and price calculation techniques, thereby increasing income and investments.
- ❑ A project in the United Republic of Tanzania improved women's entrepreneurial skills in food processing through an integrated training programme combining basic and advanced business skills with technological improvements, enabling them to manage their own businesses. Of the first group of 290 trained women, 75 per cent now earn their own income from food-processing activities.



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## Programmatic focus and special highlights

Part one of this report described the evolution of the transformation process that resulted in the development of pilot cases to test the new working methods, the scope of the new integrated approach, and the new service modules. In applying the service modules to a selected number of pilot countries in all regions, the goal was to establish a new methodology for developing demand-driven integrated programmes (packages of UNIDO services, tailored to meet specific needs or solve specific problems identified by clients in both the public and private sectors). In this new approach, the focus is on addressing industrial development problems with practical, results-oriented solutions, derived from active dialogue with and full involvement of counterparts in target countries to ensure effective local ownership of the programmes developed.

### A. Guiding principles

The approach, initially being tested in seven sub-Saharan and African Arab countries, was developed on the basis of the following key guiding principles:

- ❑ **Programmes must be demand-driven.** They must be based on actual needs identified in a country or region, as requested by Member States and involving direct dialogue with local stakeholders in government, the private sector and civil society.
- ❑ **Local ownership and sustainability.** Beneficiaries and other stakeholders must play an active role in programme development, funds mobilization, implementation and monitoring.
- ❑ **Multidisciplinary solutions.** Industrial development programmes must be placed within the context of other ongoing economic development activities of the United Nations system or host country bilateral agencies to establish synergism and build on complementarities. Also, cross-divisional multidisciplinary teams at Headquarters must be involved in all phases of programme development and implementation.
- ❑ **Impact on competitiveness, employment and environment.** Programmes should have a demonstrable impact on sustainable economic development through economic development, employment creation and reducing environmental damage.

These principles are embodied in the Business Plan on the Future Role and Functions of UNIDO: "UNIDO will provide its support primarily in comprehensive packages of integrated services and will further strengthen its existing capacity in this regard through interdisciplinary team-building. ... Preserving the universal character of the Organization, UNIDO will give special emphasis to least developed countries, in particular in Africa. Throughout its programme, UNIDO will promote international industrial cooperation: between developed and developing countries, among developing countries and between developing countries and countries with economies in transition."

## B. Methodology

**Prioritizing needs.** Seven countries (Algeria, Burkina Faso, Guinea, Kenya, Rwanda, Uganda, United Republic of Tanzania), including five LDCs, were identified as pilot cases for testing the new programming approach. For each, an initial review was undertaken through a programming mission to determine industrial development priorities. Sources included projects and programmes, UNIDO-sponsored reports and studies, country requests and development plans, and the new programming instruments introduced as part of the reforms of the Secretary-General (United Nations Development Assistance Framework, the Common Country Assessment and the Common Country Framework). Special attention was paid to priorities identified through more recent consultations between the Director-General and key public and private sector leaders.

**Establishing country teams.** A programme formulation team was established consisting of UNIDO Professional staff based on the relevance of their expertise and experience to the needs and priorities identified in the country. The team reviewed the available information, determined specific services that could address those needs and established a programme framework. A programme formulation mission assessed further needs and consulted with stakeholders, particularly private sector actors and multi- and bilateral agencies in the country.

**Establishing stakeholder ownership.** During programme formulation a deliberate effort was made to undertake extensive discussions (individually and collectively) with stakeholders. At the end of the mission, the UNIDO team also discussed with stakeholders the initial findings and scenarios for the potential programme. The draft programme document was then prepared, forwarded to stakeholders within six weeks and finalized upon receipt of their feedback.

In addition to the seven pilot cases, integrated packages of services are under formulation for a further nine countries in five regions. Following government endorsement, implementation has commenced in six pilot cases using UNIDO funds, with the remainder to be submitted for the consideration of donors.

## C. Support to least developed countries

After a slight upturn in 1997, the total delivery of UNIDO services to all LDCs amounted to \$7.2 million in 1998, compared to \$12 million in 1997. This 40 per cent decrease is due to the overall decline of new programme and project approvals.

To remedy this situation, UNIDO re-examined priority measures for programmes and projects in LDCs. In the context of the transformation, the Director-General ensured that the resources of the Organization will be fully devoted to the delivery of technical



**Box 14. Integrated packages of UNIDO services<sup>1</sup>****AFRICA**

**Burkina Faso** Enhanced competitiveness of agro-based industries for employment generation

**Guinea** Competitiveness of the industrial private sector in "Guinea Vision 2010"

**Kenya** Institutional capacity-building programme for private sector institutions

**Rwanda** Integrated programme for capacity-building to enhance industrial recovery, competitiveness and sustainability

**Uganda** Enhanced competitiveness and sustainability of industrial development, with particular emphasis on agro-industries and micro and small-scale enterprises

**United Republic of Tanzania** Integrated programme for capacity-building to enhance industrial competitiveness and sustainability

**ARAB STATES**

**Algeria** Integrated programme for improvement of competitiveness and support for industrial restructuring (1999-2000)

**Morocco** Integrated programme of support for improvement of competitiveness in development of industrial sector

**Sudan** Integrated technical assistance programme (1999-2001)

**ASIA AND THE PACIFIC**

**India** Provision of technical assistance in support of a food-processing park in the State of Kerala, with special focus on investment and technology promotion

**Iran (Islamic Republic of)** Efficient energy utilization and greenhouse gas emissions reduction in major industrial energy user sectors

**Lao People's Democratic Republic** Building capacity in industrial development for employment generation

**Thailand** Integrated programme in support of the Government's industrial restructuring programme

**EUROPE AND NIS**

**Tajikistan** Integrated programme addressing issues of five UNIDO service modules (industrial policy formulation and implementation, continuous improvement and quality management, entrepreneurship development, investment and technology promotion, and energy efficiency)

**LATIN AMERICA AND THE CARIBBEAN**

**Cuba** Integrated programme to assist action for enhancing employment in the manufacturing sector

**Guatemala** Support to government institutions, frameworks and mechanisms

<sup>1</sup>Includes seven pilot cases and other integrated programmes under development as of 31 December 1998.

assistance, in particular to LDCs (DGAI No. 1). In so doing, and in line with the mandate given to UNIDO by the Business Plan to focus on assisting LDCs, particularly in Africa, the following initiatives were taken in 1998:

- While testing the new service modules in Africa, the decision was made to start with African LDCs. As a first step in that direction the Director-General's visits to five African countries in June and July included three LDCs: Burkina Faso, Uganda and the United Republic of Tanzania. The purpose was to discuss country priorities and to offer UNIDO's integrated response in package form within the context of its service modules. Similar visits by other senior officials took place to Guinea and Rwanda.
- As a follow-up, UNIDO fielded programme formulation teams of technical staff to those countries, as well as Sudan, to discuss details of the envisaged integrated programmes.
- The resulting seven initial integrated programmes included five for LDCs, with total external resources required amounting to \$21.9 million (of \$35.7 million for all seven programmes).
- To start implementation of the most urgent components, UNIDO allocated for five LDCs a total of \$2.9 million from IDDA and other funds available under IDF, with the remainder to be mobilized through voluntary contributions. Details are explained in table 1.

**Table 1. Funding of initial integrated programmes for LDCs**  
(in US dollars)

Country	Formulation mission cost	Integrated programme		
		Total required funds	UNIDO allocation	Estimated delivery in 1999 <sup>a</sup>
Burkina Faso	25,901	4,086,210	1,070,000	600,000
Guinea	10,800	4,795,500	500,000	1,000,000
Rwanda	22,000	5,314,000	300,000	2,261,300
Sudan	17,000		To be formulated in 1999	
Uganda	21,900	3,902,500	1,000,000	1,907,400
United Republic of Tanzania	31,200	3,824,000	1,000,000	2,279,500
<b>Total</b>	<b>128,801</b>	<b>21,922,210</b>	<b>3,870,000</b>	<b>8,048,200</b>

<sup>a</sup>Subject to availability of donor resources.

Implementation of the Burkina Faso programme was under way at the close of 1998, with those for Guinea, Rwanda, Uganda and the United Republic of Tanzania to commence in January 1999. Subject to mobilization of the required funds, delivery under the integrated programmes is estimated at \$8 million in 1999 for the five African LDCs alone. This would be higher than the level reached in 1998 for all 48 LDCs.

In 1999, integrated programmes are scheduled for a further seven LDCs in Africa and Asia: Burundi, Eritrea, Ethiopia, Lao People's Democratic Republic, Lesotho, Mozambique and Sudan. Thus, subject to the mobilization of donor resources, there is significant scope for increased delivery to LDCs.

With the formulation of integrated programmes, UNIDO has responded not only to the LDC requests for demand-driven integrated services, but also to the calls of donor

countries for producing high quality projects and programmes for LDCs, particularly in Africa. UNIDO therefore expects to receive increased voluntary contributions for financing the programmes so that the decline in delivery to LDCs can be reversed.

As a direct response to the recommendations of the Fourth Ministerial Symposium on the Industrialization of the Least Developed Countries, UNIDO is establishing or re-activating two more field offices in African LDCs (Democratic Republic of the Congo and Madagascar). Of 12 UNIDO offices in Africa, six are located in LDCs. In the context of further decentralization and a greater role for UNIDO Representatives, UNIDO offices will receive seed money to enable them to promptly initiate response to requests for technical assistance through local consultancy services.

The integrated programme for Rwanda addresses the recommendation of the Ministerial Symposium calling for “special attention to the LDCs that have been seriously affected by natural calamities and conflicts.”

In further response to the recommendations of the Ministerial Symposium and the request of the General Conference to coordinate efforts with other international and regional organizations, in particular the World Trade Organization, UNIDO started active cooperation with WTO on the joint implementation of an integrated framework to support LDCs in trade-related activities. UNIDO trade-related activities in selected LDCs are now placed on the WTO website under “Integrated Framework”. The next step will be to participate in country round table meetings together with WTO and other core agencies and draft multi-year programmes of technical cooperation.

# IV

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## Strengthening industrial capacities

The objective of the Investment Promotion and Institutional Capacity-building Division is to support developing countries and economies in transition in strengthening their capacities for long-term sustained industrial growth and development, thus contributing to alleviating poverty and creating industrial employment through establishing viable industrial structures and competitive productive capacities. In pursuit of this objective, the Division is responsible for the delivery of nine service modules:

- Industrial policy formulation and implementation
- Investment and technology promotion
- Statistics and information
- Private sector development
- Metrology, standardization, certification and accreditation
- Continuous improvement and quality management
- SME policy framework
- Policies for women's entrepreneurship development
- Entrepreneurship development

Organizational restructuring in early 1998 regrouped the main activities of a number of former branches and divisions, consolidating them into the five branches of the Investment Promotion and Institutional Capacity-building Division. This brought about new challenges and significant management improvements and introduced greater intra-divisional cooperation along with cooperation with other organizations. The result was the adoption of an integrated approach cutting across branches, and development and execution of divisional activities as a whole, as opposed to a piecemeal project approach. These new approaches were fully built into the modules of integrated packages of services.

### A. Investment and Technology Promotion (ITP)

Fundamental changes and new working approaches were introduced in formulating the investment and technology promotion service module and a corresponding programme. The various elements of the service module were articulated in a coherent framework, with an underlying concern for developing tools and methodologies to bring value

added to the programme elements, facilitate the implementation of services, and render capacity-building activities more effective.

While former investment and technology promotion activities were implemented around promotional events such as investment fora, Techmarts and Intechmarts, the new strategic orientation primarily focused on capacity-building needs of targeted countries and institutions. In this connection, the programme was re-directed along the following lines:

- ❑ Investment and technology were considered as two complementary dimensions of an integrated reality geared to stimulating innovation and improving competitiveness at the enterprise and national levels on a sustainable basis;
- ❑ The scope of international industrial partnerships promotion was broadened to encompass not only traditional joint ventures, licensing agreements and subcontracting exchanges, but also new and evolving concepts such as strategic alliances and public-private partnerships for infrastructure projects.

Special attention was given to developing interlinkages with other UNIDO programmes, particularly to quality and cleaner production technologies. The need for greater cooperation with international partners within and outside the United Nations system was also taken into account, as discussed in part one of this report.

### Significant initiatives

An important initiative was the consolidation of the Investment Promotion Services (IPS) and field offices, international technology centres and sub-networks, government institutions related to investment and technology, subcontracting exchanges, investment and technology focal points, including at provincial and municipal levels, industrial associations, private financing of infrastructure offices, into an International Industrial Partnership Network. This network functioned as a mechanism to boost the outreach of the programme, inter-relations between investment and technology, and private sector linkages. A restructuring plan for IPS offices was developed to integrate technology promotion functions into their traditional investment promotion activities.

Activities were carried out relating to the promotion of private investment through public-private partnerships in industrial infrastructure. In China, for example, the programme on the legal and institutional framework for concession projects supported the finalization of bidding procedures for two pilot projects, representing a total of about \$800 million in foreign investment, thereby helping to create a basis for industrial growth in less developed provinces. Also, an international partnership initiative for the

#### Box 15. Industrial Information and Investment Unit, Sudan

With UNIDO assistance, the Industrial Information and Investment Unit was established in the Ministry of Industry, Sudan, as a government window to reach out to international partners and assist the domestic private sector in the implementation of business and investment activities. Assistance included improvement of planning logistics, managerial and infrastructure facilities, targeted to provide basic information for planners and decision-makers to formulate strategies, plans and programmes for both private and public sector benefit.

This project initiated the fellowship programme on the UNIDO Method for Industrial Development. Four Sudanese trainees were awarded the first UNIDO Fellowship Programme Certificate.

promotion of private investment in small- and medium-sized infrastructure projects was initiated by UNIDO in cooperation with the Swiss Federal Office for Foreign Economic Affairs and UNCTAD.

## B. Industrial Policies and Research (IPR)

Established with a view to reorienting industrial policy-related and research activities, the Branch provides substantive inputs to industrial policy formulation, implementation and monitoring, serving as a policy framework for technical cooperation activities. Industrial policy advice was the principal focus of operational activities in 1998. The successful formulation of a mid-term industrial strategy for Viet Nam was a major initiative, serving as a substantive input to a longer-term policy framework for the country (box 16). A proposal for a new industrial policy was prepared for Ecuador with a clear identification of priority areas for further development assistance. Policy advice was provided to Central and Eastern Europe with the aim of accelerating the speed of transition. Policy advice was also given to Côte d'Ivoire on a draft regime for the establishment of export processing zones. Analyses of Thailand's success in cassava processing was undertaken with a view to unveiling avenues of replicating best-practice policies in African countries.

### Significant initiatives

UNIDO's new initiative to facilitate cooperation among stakeholders involved in industrial policy-making, the private sector, knowledge-oriented institutions and academia was strengthened by a focus on interactive policy formulation. A regional workshop in Namibia with private sector involvement finalized a draft industrial strategy for the SADC region, and another in the United Republic of Tanzania for decision-makers in the public and private sectors on the impact on industry of the Uruguay Round agreements and for the preparation of the next round of negotiations on WTO rules. An assessment of the impact of stabilization programmes on industrialization in the OIC countries was presented at a Casablanca seminar, while analyses of the impact of the Asian financial crisis on African countries facilitated cross-fertilization of ideas at an Abidjan symposium.

A publication on *New Trends and Challenges in Industrial Policy* analyzed new economic forces and their profound implications for industrial policy-making. A report prepared for the United Nations General Assembly spelled out best practices in industrial strategies, and a report comparing industrial development policies in developing countries and economies in transition is being published as a UNIDO sales publication. New cooperation programmes were initiated with other organizations, such as the African Institute for Economic Development and Planning in organizing and conducting a training workshop on interactive policy formulation in Dakar, and with UNCTAD in the assessment of progress achieved in horizontal industrial and technical cooperation.

#### Box 16. Viet Nam medium-term industrial strategy

The formulation of a medium-term industrial strategy in Viet Nam, initiated in 1995, took a new turn in 1998. Five industries were selected by the Government for a detailed review of their strengths and weaknesses in a business environment increasingly exposed to foreign competition. Apart from the intrinsic merit of the sector recommendations they yielded, the studies offered the benefit of a concrete, action-oriented training process on concepts and methodologies underpinning manufacturing competitiveness in an open economy. UNIDO was further requested by the Government to extend the analysis to the longer-term framework of Viet Nam's Socio-Economic Development to the 2010 Horizon.

## C. Statistics and Information Networks (SIN)

Recognizing the steadily increasing role of information and knowledge in globalization and the industrialization process, this new Branch was established to focus on issues of information, knowledge products derived therefrom, and the conduits through which both information and knowledge are rendered accessible. The statistics and information networks service module provided a new strategic reorientation of activities.

In response to the Business Plan emphasis on global forum functions, UNIDO in 1998 assumed full responsibility for the collection and verification of industrial statistics for all countries that are not members of OECD. The fourth round of annual collection and harmonization of data from 172 developing countries was carried out. In close cooperation with OECD, UNIDO also continued to disseminate industrial statistics of global coverage.

### Significant initiatives

During 1998, information products were developed to client needs. Industrial statistics databases were sold to public and private disseminators and final users as well as to international brokers, such as the World Bank, WTO and OECD. The 1998 edition of *The International Yearbook of Industrial Statistics* was published and the development of a system of industrial development indicators was continued. UNIDO was represented at international meetings on coordination and the establishment of statistical standards and norms; the International Conference on Information Management as Support to SMEs; and at a workshop to develop a framework for national information management strategies for SMEs.

The UNIDO web site ([www.unido.org](http://www.unido.org)) was re-engineered by integrating the data of its public web site with the internal network. Now dynamically linked with a central database for optimal integration with the service modules and global forum activities, the site provides an efficient tool for retrieving information on UNIDO and its activities. New integrated programmes, such as the National Industrial Statistics Programme, were developed with the main objective of building national capacities in the production and use of national industrial statistics, especially to meet the needs of SMEs through networking and the efficient use of modern information and communication technologies. In Peru, for example, an Integrated Industrial and Technological information Service was established with emphasis on meeting SME information needs. This service is now running fully on a commercial basis. A regional seminar was held in Lusaka on information networking and data collection using UNIDO's new Internet-based Information Resource Management System (IRMS<sup>PLUS</sup>).

## D. Private Sector Development (PSD)

The UNIDO transformation process placed greater emphasis on increased cooperation with the private sector, and the creation of this new Branch aimed at developing and implementing technical cooperation programmes to strengthen private sector development—mainly small and medium enterprises—as well as to assume a coordination role for the private sector relations of UNIDO as a whole. Besides providing core services related to SME and entrepreneurship development, the Branch acts as a focal point for networking arrangements with private sector institutions and representative bodies. The Branch also has the primary responsibility for the UNIDO service modules relating to

SME policy framework, policy for women's entrepreneurship development, and entrepreneurship development.

In the light of Business Plan priorities, 1998 saw a streamlining of the PSD project portfolio. In addition, a significant contribution was made to the development of new integrated programmes in response to overall programmatic transformation. At the country level, activities focused on developing a strong SME base as the main pillar of dynamic and resilient economies. While emphasis on SMEs was a core concern for UNIDO at large, the Branch concentrated in particular on creating an enabling policy framework and strengthening institutional capacities, including in the private sector, to render effective advisory and networking services to SMEs. Several core services were carefully selected to ensure support towards a conducive environment and specific mechanisms for enterprises to start, grow and compete.

With about 50 per cent of new approvals, a high share of Branch services centered on Africa, the region most in need of building up entrepreneurial capacities required to survive and prosper in an increasingly competitive global environment. In addition, and across all developing regions, a conscious gender perspective was nurtured to address the particular needs and constraints of women, in overall policy terms and through specific skill upgrading programmes for women entrepreneurs.

### Significant initiatives

The Branch was assigned the lead role for implementing the first case of the UNIDO partnership programme launched by the Director-General. Within an innovative approach to bring together private business, industry representative organizations, and leading research institutions, a technical cooperation programme was initiated in support of the SME automotive sector in India. Jointly with OECD, UNIDO initiated a Forum on Entrepreneurship and Enterprise Development aimed at stimulating exchange of experience among SME policy makers in Europe and NIS. UNIDO also participated substantially in the work of the Committee of Donor Agencies for Small Enterprise Development, where effective methodologies and best practices of support to SMEs are developed.

To increase the competitiveness of Kenyan enterprises, UNIDO launched a special initiative to help in building capacity in the three major Kenyan private sector institutions to provide complementary business and technical consultancy services, and to organize joint business support activities. The three-year programme, in the order of \$1.8 million, will increase access of Kenyan enterprises to quality management and cleaner production and will help attract new investment. This will improve the general business environment and enhance public-private sector dialogue. The programme features an innovative cost-sharing arrangement with participating institutions.

## E. Quality, Standardization and Metrology (QSM)

Several new activities were launched by this new Branch, which also maintained ongoing projects delegated to it and successfully closed other projects. In particular, critical inputs were provided in the design of the integrated service modules. Two of these (continuous improvement and quality management; and metrology, standardization, certification and accreditation) are under direct Branch responsibility.

QSM inputs into the integrated programmes were designed to strengthen the "enabling conditions" for competitiveness—through the building of capacities in institutions that



support the private sector, such as quality, standardization and accreditation bodies, restructuring agencies, technical and training centres and laboratories. These institutions, in turn, offered services to assist enterprises in improving their competitiveness through the continual improvement of their product quality, cost performance, and ability to satisfy clients. Assistance was also provided for the radical restructuring of plants through a major overhaul of strategy, equipment, and plant layout.

### Significant initiatives

Participation in missions for integrated programmes provided the tools and methodologies needed to assist in improved efficiency and competitiveness through industrial restructuring and upgrading. In this regard, work was initiated for issuing publications in quality, standardization and metrology. An analysis of standards and standardization and their impact upon industry in developing countries was initiated and a QSM database linked to other players was intensified.

In Sri Lanka a project was launched with the Chamber of Industries as the counterpart to transfer UNIDO's methodology on industrial project preparation, evaluation and application of the software Business Environment Strategic Toolkit (BEST), to develop national management consulting capability with specific emphasis on enterprise restructuring, and to improve the use of computer software for operations management. In Albania and Romania, local experts were trained on restructuring methodologies, management upgrading and conducting pilot restructuring in newly privatized SMEs as well as total quality management (TQM) systems. Bahraini authorities and industrial managers were assisted in the implementation of quality systems conforming to ISO 9000 international standards and the introduction of the principles and methodologies of TQM, through upgrading of skills in public and private enterprises. By the end of 1998, four enterprises were already certified to ISO 9000 by an internationally accredited certification body, with the remaining firms in the project undergoing audits for certification. A similar initiative was carried out in the ASEAN countries.

UNIDO wishes to help developing countries and economies in transition achieve recognition of their accreditation schemes for quality systems certification bodies. In cooperation with the International Accreditation Forum (IAF) and ISO, a new project aims to give accreditation bodies an opportunity to sign the IAF multilateral agreement. This agreement serves to establish international confidence in the ability of accreditation bodies in developing countries to assess the performance of certifiers in ISO 9000. The means to achieve this end is the Pre-Peer Evaluation Process (PPEP). A small group of assessors invited to a UNIDO workshop in July developed procedures for conducting PPEP. In a second stage, initiated in 1998 for two countries, these assessors will implement PPEP in a selected group of developing countries and transition economies.

#### Box 17. Quality principles in food processing, sub-Saharan Africa

Export markets are the target of a project on the application of quality principles to the food-processing sector in Ethiopia, Kenya, Malawi, Uganda, United Republic of Tanzania, Zambia and Zimbabwe. The programme applies a systems-wide approach to the simultaneous improvement of production processes and food quality in four major subsectors of food processing: beef, poultry, dairy and fish. Institutional capacity-building promotes process improvement and food quality through training in quality management, ISO 9000 and hazard analysis and critical control points (HAACP). Now demanded by the European Union, the United States and Japan for imported seafood and fish, HAACP is an important tool for rapidly improving food safety.

# V

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## Cleaner and sustainable industrial development

The Sectoral Support and Environmental Sustainability Division provides the overall framework for all UNIDO activities aimed at promoting environmentally sustainable industrial development. Changes introduced to the Division within the framework of organizational restructuring delineated more clearly its core functions and facilitated response to the growing importance of industrial energy efficiency and the Kyoto Protocol, for which two new branches were established. The Division now has five branches and is responsible for the delivery of eight service modules. These modules, listed below, can be grouped under three main sections according to the development area or function supported.

- Environmental policy framework
- Climate Convention and Kyoto Protocol
- Energy efficiency
- Rural energy development
- Cleaner production
- Pollution control and waste management
- Montreal Protocol
- Upgrading agro-industries and related technical skills

Close collaboration with UNEP featured activities both in support of the global forum function and in cleaner and sustainable industrial development. A new memorandum of understanding, signed in Buenos Aires in November 1998, while stressing the need for complementarity within the United Nations system, reiterates the importance for development to rest on the three pillars of sustained economic growth, job creation and environmental protection.

### A. Programmes in support of the global forum function

Further to the Earth Summit held in 1997, which adopted the programme of work of the United Nations Commission on Sustainable Development (CSD) for 1998-2002, UNIDO continued to cooperate with the Department for Economic and Social Affairs/ Division for Sustainable Development, through the UNIDO office in New York.

For the first time since its establishment after the Rio Summit, CSD took up industry as its main theme at its sixth session in 1998 (CSD-6). For that session, held in April, UNIDO acted as lead agency for the section on industry and economic development and contributed to the sections on industry and social development as well as to the one on industry and environmental management. Papers were also contributed on the sectoral theme of the session (strategic approaches to freshwater management) and the cross-sectoral theme (transfer of technology). In their capacity as inter-agency Task Managers for Chapter XIII (Science and Technology) of the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados 1994), a joint UNIDO/UNESCO paper on science and technology in small island developing states was prepared for CSD-6.

In addition, UNIDO co-sponsored the industry and technology transfer exhibits and presentations at CSD-6, including the participation of a number of entrepreneurs from small and medium enterprises in developing countries. Finally, UNIDO participated in the February and September meetings of the Inter-Agency Committee on Sustainable Development.

During the year UNIDO participated actively in the climate convention “process”. In particular, the Organization’s high profile at the fourth session of the Conference of the Parties to the Convention (COP4) in Buenos Aires (2-13 November) secured recognition for UNIDO as a key United Nations player in future efforts to reduce greenhouse gas emissions. In cooperation with the United Nations Department for Economic and Social Affairs (DESA), UNDP, UNCTAD and UNEP, UNIDO was invited to provide inputs to the intergovernmental climate process focusing on the mechanisms of the Kyoto Protocol and on the development and transfer of technologies.

In the run-up to COP4, UNIDO convened an expert group meeting on the clean development mechanism (CDM) with 35 participants from industry, government, United Nations agencies and non-governmental organizations.<sup>1</sup> The meeting addressed key issues including impact of the CDM on sustainable industrial development, project baselines and institutions and governance, capacity-building and the role of the private sector. Of the several recommendations generated, the need to focus attention on capacity-building for Africa loomed large in view of the potential risk of being bypassed by the CDM in favour of larger developing countries with high industrial emissions offering more attractive opportunities for foreign investment.

At COP4, UNIDO exhibited its work in industrial energy efficiency and renewable energy, as well as its software for use in computing emission reductions flowing from the introduction of energy efficient industrial technologies. At an evening event, UNIDO-sponsored participants representing the industrial sectors in Colombia, India and Nigeria, as well as staff members, presented to conference delegates their views and opinions on the CDM and the opportunities it might offer to developing countries. An intervention was made by the Director-General during the high-level segment of the COP informing delegates of UNIDO’s commitment to assist the parties with tasks related to capacity-building and technology transfer, particularly implementation of the Buenos Aires Plan of Action—the main output of the COP.

<sup>1</sup>The CDM (article 12 of the Kyoto Protocol) allows industrialized countries to invest in emissions reduction projects and to “credit” the resulting certified emissions reductions (CERs) against their quantified emission reduction and limitation commitments under the Protocol. CDM is thus a mechanism to help channel private investment to climate-friendly projects in developing countries. It is intended to serve a dual purpose of promoting sustainable development and helping the parties with quantitative emissions reduction targets to achieve greater cost effectiveness for the reduction effort by meeting part of their commitments through the transfer of the CERs resulting from projects in developing countries.

In December, UNIDO organized a workshop on efficient power generation in the countries of the CEE/CIS region which included a segment on Joint Implementation (JI) (article 6 of the Kyoto Protocol). Like the CDM, this mechanism enables developed countries to gain credits for project-based emissions reductions, but in the case of JI, projects will be hosted by countries with economies in transition. Opportunities for improving district heating and introducing industrial co-generation were explored by participants. It was also recommended that UNIDO should seek to identify and develop projects covering power plant rehabilitation, efficient combustion systems and renewable energy which could qualify as JI projects. The recommendations of the workshop may lead to formulation of several Global Environment Facility projects.

In 1998, UNIDO undertook missions aimed at promoting UNIDO participation in Global Environment Facility (GEF) programmes. Cooperation with UNDP was enhanced through joint activities and visits of UNDP staff to UNIDO Headquarters.

Implementation continued on the two ongoing GEF projects (energy conservation and pollution control in township and village enterprises in China; and water pollution control and biodiversity conservation in the Gulf of Guinea large marine ecosystem). In 1998, UNIDO participation was approved in three GEF projects: (a) renewable energy and energy efficiency capacity-building in Sri Lanka (\$761,995); (b) fuel efficiency in road transport in Pakistan (\$979,000), for which the implementation modalities are under review; and (c) the global project for removal of barriers to the abatement of global mercury pollution from artisanal gold mining (\$318,182).

Continuing innovation in biotechnology and transfer of biotechnology-derived processes and products is beginning to have an impact on the economies of the developing world. Consistent with its role as task manager for Chapter 16 of Agenda 21, UNIDO has initiated a series of activities that provide a forum for the discussion of biotechnology in its broader socio-economic perspective. UNIDO's biotechnology forum aims at bringing together policy-makers, donor agencies, representatives of public interest groups and industry to periodically review new innovations and controversies arising from the application of biotechnology and the commercialization of products derived therefrom. Forum results are intended as inputs to the implementation of Chapter 16 of Agenda 21. Under the title "Biotechnology in Public: DNA and the Quality of Life", the first biotechnology forum was held in December, co-organized with the European Federation of Biotechnology and sponsored by the City of Vienna and the Government of Austria.

The main emphasis of UNIDO assistance under the Montreal Protocol is in direct support to enterprises in converting production lines to eliminate the use of ozone-depleting substances (ODSs). During the year UNIDO rendered a broad spectrum of specific services, including:

- ❑ Plant-level conversion to non-ODS-based production lines and substances;
- ❑ Capacity-building of national authorities and enterprises;
- ❑ Alternatives to ODSs in fumigants in selected agro-industrial applications.

UNIDO entered the year with a pipeline portfolio of more than 100 investment, demonstration and non-investment projects, amounting to more than \$41 million in 40 countries. In 1998 the Multilateral Fund for the implementation of the Montreal Protocol approved for implementation by UNIDO 38 investment projects in 16 countries at a value of \$16.26 million (without overheads) to eliminate 2,563 ozone depletion potential (ODP) tonnes from aerosols, foam, refrigeration and solvents. In fumigants, where UNIDO has maintained its leading international role in eliminating the use of methyl bromide, 20 projects in 20 countries amounting to \$7.12 million (without

overheads) have been approved for UNIDO implementation. At the end of 1998 UNIDO was implementing under the Montreal Protocol 425 projects in 62 countries with a total value of \$158.5 million to phase out more than 21,000 ODP tonnes. Further, UNIDO received approvals for a number of non-investment projects, namely the preparation of refrigerant management plans in 13 countries, the establishment of the Ozone Secretariat in one country (institutional strengthening) and project preparation of investment projects. In addition, UNIDO cooperated with the Government of Austria, using funds provided under the bilateral programme of the Montreal Protocol, to implement a project in Romania. Also under the bilateral programme, the Organization cooperated with France, Germany and Japan in planning joint activities expected to start in selected developing countries in 1999.

## B. Cleaner and sustainable industrial development

Since 1994, the National Cleaner Production Centres programme has established 14 Centres, four of these during 1998 (Costa Rica, El Salvador, Nicaragua, Viet Nam). For these and four other Centres (Brazil, Czech Republic, Hungary, Slovakia) the year was spent initiating and continuing the build-up of capacities in four core services: in-plant demonstrations, training, information dissemination, policy assessment and advice. For the remaining six (China, India, Mexico, Tunisia, United Republic of Tanzania, Zimbabwe) UNIDO's capacity-building activities were successfully completed during 1998; through the selling of their services and with other sources of financing these Centres will continue to contribute to cleaner production. Preparatory work advanced sufficiently in three other countries (Croatia, Guatemala, Morocco) so that new Centres can be expected during 1999. Finally, a cleaner production demonstration project was brought to successful completion in Uzbekistan, and several sector-specific cleaner production projects were continued or completed during the year.

The activities of the programme for environmentally sustainable industrial development (ESID) were continued in several countries during the year (Kenya, Madagascar, Morocco). The goal is to establish the institutional and technical capabilities—both in the industrial sector as well as in government—necessary for the conception and implementation by the country of a strategy of environmentally sustainable industrial development.

In agro-industries all main services are resource-based and relate to ESID aimed at stabilizing rural populations, contributing to food security, reducing post-harvest losses and waste through industrial processing of agricultural and forest produce. The main means is by upgrading technologies and skills through building up the capacities of national institutions to provide the necessary support services and demonstration of efficient production methods leading to increases in profitable employment.

Increasing emphasis has been on sustainable leather tanning operations, including safe disposal of solid waste and sludge and on occupational safety and health, as well as on waste minimization in the leather products sector. Continued support was given to clean and safe food production within the aims of the World Food Summit, including several projects aimed at training women entrepreneurs. Support from the Leather Panel and donors permitted the implementation of a strong programme in East and Southern Africa through the respective industry associations aimed at continual improvement in hides and skins and leather products manufacturing. The first tannery waste water treatment plant in Nepal was commissioned in 1998.

### Box 18. Gulprit Singh—A happy man thanks to UNIDO

Eight years ago Gulprit Singh was in deep trouble. The Pollution Control Board of Punjab had requested him to install a wastewater treatment plant to treat the highly toxic waste from his textile dyeing and finishing mill. Gulprit Singh knew that his factory was causing serious environmental problems, but his factory compound offered insufficient space to construct an adequate wastewater treatment plant. Moreover, he calculated that the cost of installing and running the treatment plant would turn his bottom line from black to red. Consequently, he would have to close the factory, leaving himself and 40 employees without jobs.

While negotiating with the Pollution Control Board, Gulprit Singh continued looking for ways to comply with the environmental laws. Hearing of a seminar to be held by the Indian National Cleaner Production Centre (NCPC) in Ludhiana, he decided to participate. Gulprit Singh did not really believe he could solve his problems through cleaner production methods. It was too simple—he knew exactly how he should produce to get the best quality with the lowest possible input of raw materials. However, he decided to test the NCPC experts and invited them to inspect his factory.

On their first visit, the experts showed him a few tips that immediately improved both the economic and environmental performance of Gulprit Singh's company. During the next year, he worked closely with them to identify wasteful processes and come up with innovative solutions to deal with them. In the end, Gulprit Singh identified 36 cleaner production options he could adopt to improve his firm's environmental performance, 22 of which he implemented immediately.

Having implemented the 22 measures, the required capacity for the wastewater treatment plant had been reduced to such an extent that he was able to construct in 1998 a treatment plant within his compound. More importantly, the savings generated from the cleaner production measures increased his profitability, thereby allowing him to save money which he plans to invest in a new factory. The new facility will be designed and constructed with built-in cleaner production, thereby minimizing the costly end-of-pipe treatment.

## C. Services in support of agro-based industries

Examples of support to agro-based industries include components covering the food, leather and textile sectors in the integrated programmes for Burkina Faso, Uganda and the United Republic of Tanzania. The project to provide technical support through the Swiss Humanitarian Aid Agency to the Huambo Province of Angola was completed. Three key bridges were replaced using the UNIDO prefabricated modular wooden bridge system and the capacity to make them and modular school furniture was transferred to the counterpart cooperative in Huambo. Strategic advice was provided to Uruguay on the development of a sustainable wood-processing industry based on plantation species, especially eucalyptus. The development of information management and investment analysis and evaluation tools continued resulting in a prototype interactive CD-ROM database system for use on the Internet, including a comprehensive manual (and CD-ROM) on woodworking machinery selection options.

A good example of South-South cooperation was a UNIDO-sponsored visit by the Minister of Industry of the Syrian Arab Republic to Brazil, where UNIDO has implemented a highly successful CAD-CAM training programme. A project to develop the textile sector in West Africa—*tissuthèque*—involved training entrepreneurs in the technologies of weaving, dyeing and finishing, quality control, marketing, enterprise organization as well as in health and environmental issues. Significant inputs were made to the formulation of integrated programmes in Burkina Faso, Uganda and the United Republic of Tanzania in this sector.

A new programme framework was prepared and the formulation of integrated projects was initiated for Africa, in particular on seed coating and crop preservation, non-synthetic chemical-based pesticides and medicinal plant processing.

Activities in the agricultural machinery subsector aimed at the introduction and improvement of agricultural machinery systems to support agricultural processing, especially the multi-purpose platform for basic food processing at the village level, which underwent further testing and development.

# VI

## Field representation

The year involved the consolidation of the UNIDO field programme in line with the Business Plan, which emphasized decentralization of substantive responsibilities, strengthened field programme development, and selected implementation activities with enhanced delegation of authority with the requisite accountability.

UNIDO field representation is in line with the reform measures of the United Nations Secretary-General, which stress the need for greater cooperation and coherence among funds and programmes in the field within the system, as well as for a unified United Nations field representation. Against this background, a cooperation agreement concluded with UNDP on field-level activities will enhance the effectiveness and harmonization of development cooperation programmes.

Extensive reporting to the policy-making organs in 1998 outlined the far-reaching action taken during the year, including measures directly addressing the concerns expressed in the Business Plan. Within this context, the development and issuance of administrative instructions defined the operational parameters of UNIDO country and subregional offices and national focal points. The mandate and functions of each entity were defined and the relationship with Headquarters established. The system is functioning smoothly.

### Box 19. Administrative instructions on field representation

- DGAI No. 7: Decentralization and delegation of authority to UNIDO's field offices
- FOA/AI.1: Terms of reference of UNIDO's field offices
- FOA/AI.2: Delegation of financial authority — Field office budgets
- FOA/AI.3: Delegation of financial authority — Substantive activities
- FOA/AI.4: Guidelines and procedures for the recruitment by UNIDO Field Representatives of short-term ad hoc local consultants
- FOA/AI.5: Guidelines and procedures for the implementation and administration of UNIDO fellowships and study tours by UNIDO Field Representatives
- FOA/AI.6: Decentralized procurement authority for UNIDO's field offices



The administrative instructions and guidelines have been institutionalized to strengthen the financial and operational capabilities as well as functions of the field offices. These measures have been followed up with delegation of financial authority to the UNIDO Representatives for the operation of the country offices, including procurement and recruitment services. In addition, country offices are to be provided with financial resources to undertake programme development activities. These could include initial screening of project proposals, undertaking needs assessment, analysis of problems addressed through industry surveys, interviews with various stakeholders and hiring of national consultants in support of the process. An enhanced role and functions of the Regional Bureaux and field offices are detailed in DGAI No. 9 on the new management framework, service management cycle and cost accounting. These administrative tools provide the country offices with the required mechanisms to carry out their enhanced functions and to ensure that UNIDO services are needs-based and demand-driven. Now that specific responsibilities have been given to the field offices, the Organization is planning to make available to them additional financial resources for undertaking programming activities in the field.

As of 31 December 1998, UNIDO maintained 24 field offices headed by UNIDO Representatives (URs), nine in sub-Saharan Africa, four in Arab States, five in Asia and the Pacific, and six in Latin America and the Caribbean. In addition, three field offices were headed by UNIDO National Directors (Nepal, Togo, Turkey), and one by a National Programme Officer (Cuba). Two offices headed by an Area Programme Officer (Uzbekistan, Viet Nam) and eight by Junior Professional Officers operated in countries without a resident UR. A complete listing of field offices by region and country, together with the staff structure, is shown in the programme performance report (IDB.21/11-PBC.15/11).

A number of current developments are indicative of the future orientation for the field network. Apart from the 30 country offices approved, negotiations are underway with a number of other countries for opening offices on the basis of host country financing of local costs. International staff will be assigned through the redeployment of existing professional Headquarters personnel. Moreover, UNIDO is planning to redeploy a few professional personnel from Headquarters for placement in UNDP offices in selected countries (Russian Federation, Thailand) to carry out UNIDO programme activities.

The process of selection of countries for five subregional offices has been initiated. With international staff redeployed from Headquarters, these offices are expected to commence operation during 1999.

# VII

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## Performance management

The programmatic transformation process, as described in the new management framework, aims at increasing the impact of UNIDO services. The systematic management and assessment of the efficiency, effectiveness and impact of those services is rendered through a range of organizational support functions coordinated by the Office of the Director-General comprising programme quality, evaluation and internal oversight.

### A. Programme quality

UNIDO's quality objective is to best serve clients' industrial development needs in a manner which provides the greatest and most effective contribution to the process of sustainable development consistent with the mandate, knowledge and experience of the Organization.

Since the launch of the transformation process, the Secretariat has designed a set of strategies which fully incorporate the Organization's quality principles and criteria. Under the Director-General's leadership, the prerequisites to achieving quality objectives were put in place by providing:

- ❑ A clear vision of the desirable path to sustainable industrial development in line with the Business Plan adopted by Member States;
- ❑ A clear sense of unity and direction based on the development of a set of service modules;
- ❑ Mechanisms for cross-organizational cooperation to ensure that UNIDO clients receive the full range of UNIDO services to maximize programme impact;
- ❑ An improved working culture through teamwork and empowerment, a sense of continuous improvement and openness to innovation;
- ❑ An atmosphere of transparency and dialogue with Member States.

To advise management on how to improve and implement selected transformation strategies, five cross-organizational teams led by the Director-General's office were established. Two of these worked on subjects directly related to the Organization's strategy to improve quality management and to continuously improve its technical cooperation programmes: the Cross-organizational Teams on Programme Quality Services and on Evaluation. The feedback report of the self-assessment exercise financed by Germany and conducted during 1997 provided a framework and valuable analytical input to these teams.

A Programme Advisory Group, established by the Director-General, built on these activities. This and the work of a specially constituted group culminated in the issuance of Director-General's Administrative Instruction No. 9 entitled "New Management Framework, Service Management Cycle and Cost Accounting", and the publication of a Compendium of Service Modules. The latter is composed of a set of distinctly structured technical cooperation elements that can be combined and integrated to meet the requirements of UNIDO clients.

The innovative service management cycle is designed to ensure programme quality and is composed of the following interdependent elements:

- A set of services UNIDO can offer in the context of the Business Plan and its competencies;
- Service delivery plans and integrated programmes designed to meet the needs and priorities of a given country based on a regular dialogue and assessment of country needs;
- A regional and country-based service identification process and in-house screening mechanism supported by service summary sheets which, *inter alia*, justifies and recommends to the Executive Committee the actions and resources required to develop programmes that meet the needs of the recipient countries;
- Cross-organizational teams for the development and implementation of programmes;
- An organization-wide "buy and sell" mechanism to facilitate the provision of in-house expertise to programmes;
- Continuous monitoring by team leaders and team members;
- A set of performance indicators to assist in monitoring and reporting;
- Assessment of effectiveness and impact through an improved evaluation system consisting of progress reports, periodic review meetings, terminal reports, independent evaluations and client feedback, and rapid impact assessments;
- Application of UNIDO's quality criteria of relevance, ownership, cost-effectiveness, sustainability and impact throughout the programme cycle;
- A programme quality coordination function in the Director-General's office to guide and advise staff on the processes involved;
- A staff costing system.

Further development work on a programmatic quality system will be carried out during 1999 to improve programmatic coordination, guidelines, performance reporting, decision-making, human resource management and administrative support services.

Additional quality-related activities carried out during 1998 included:

- UNIDO hosted a working session on "ownership in development cooperation" with 31 representatives of multi- and bilateral development cooperation agencies and several practitioners, to discuss how to ensure local ownership of a development process by the people who have the will, authority and capacity to lead that process (Vienna, 10-11 September).
- Five participatory planning workshops were conducted with project stakeholders. Three of these were prepared and moderated by UNIDO staff: in Uganda, on development of metal-working industries (April) and of the textile industry (September); in Morocco, on local ownership of the cleaner production programme (December). These workshops also served to test the

methods developed to ensure local ownership of the development process. Two workshops, with external moderators, focused on women's entrepreneurship development in Côte d'Ivoire and Zimbabwe.

- ❑ A draft manual on moderation and communication techniques was prepared for use in participatory planning workshops, focusing on local ownership. The manual also covers training elements for UNIDO moderators and how to establish trust and confidence with local clients. New training programmes on the management of technical cooperation were also developed.
- ❑ Programme quality officers advised teams on the formulation of integrated programmes.

## B. Evaluation

The evaluation function in UNIDO was reviewed and supported by a cross-organizational team. A new evaluation instrument (rapid impact assessment) was introduced in the new management framework. In early 1998, an evaluation database became operational which will make it easier to handle data on technical cooperation project performance. In addition, UNIDO participated in the proceedings of the United Nations Inter-agency Group on Evaluation and advised on evaluation methodologies for the Montreal Protocol programme.

### **Annual analysis of technical cooperation**

On an annual basis, UNIDO analyses the results of all in-depth evaluation and self-evaluation reports completed during the previous year. Approximately 40 per cent of projects are subject to either self-evaluation, independent evaluation, or both. Projects not assessed by evaluation staff include those funded by the Montreal Protocol (which has its own evaluation system), selected UNDP projects and some very small projects with a budget below \$15,000.

The analysis of the evaluations conducted during 1997 was based on 18 in-depth evaluation reports, 36 annual project progress reports and 147 terminal small-scale project reports representing approximately \$85 million in terms of revised budgets and \$71 million in expenditures at the time of evaluation.

Independent (in-depth) evaluations provide the most objective basis for assessment of project quality. The number of in-depth evaluations increased from 13 in 1996 to 18 in 1997. The 18 in-depth evaluations completed during 1997 cover 42 projects with an average duration of 3.8 years and an average value of \$817,000. Sixty per cent of the in-depth evaluations were conducted as terminal and only 40 per cent as mid-term evaluations. If evaluation is to be enhanced as a management tool, these proportions need to be reversed.

The number of self-evaluation reports decreased from 54 in 1996 to 36 in 1997, and terminal reports used by smaller projects decreased from 175 in 1996 to 147 in 1997. The decrease is mainly due to the lower number of projects overall and an increasing number of nationally-executed projects not subject to UNIDO evaluation.

Most evaluated projects exceeded planned duration. This was due to the fact that (a) the planned duration was too short, (b) implementation was delayed and (c) projects were not closed at the time of their operational completion.

Approximately 66 per cent of the outputs of evaluated projects were satisfactory or better. Compared to the previous year, achievement or likelihood of achievement of immediate objectives (effectiveness) showed a decrease from 77 per cent to 69 per cent (see table 2).

Project performance depends also on the quality, quantity and timeliness of UNIDO services (inputs) and client inputs. In general, the inputs delivered by UNIDO were good, with shortcomings mainly in terms of delays. Problems with local inputs are usually caused by local budgetary constraints. This also influences the sustainability of the results produced, particularly in capacity-building projects.

Prevailing satisfaction with UNIDO services is also apparent from the 46 client feedback questionnaires received in 1997 (see table 3). However, the positive assessment reflects only the responses received (38 per cent of all questionnaires sent out) and the size and representativeness of the sample.

### Lessons learned

In addition to its accountability function, the Group provides a unique platform to identify practical solutions based on lessons learned from experience. In its annual report the Evaluation Group listed a number of such lessons, the most important appearing under industrial sectoral associations and technology-related centres.

## C. Internal oversight

The Office of Internal Oversight, formerly Internal Audit, in 1998 assumed greater responsibility and broadened functions with more emphasis on reviewing the functioning of organization-wide management control systems and procedures. Now headed by an Inspector-General, the Office provides the Director-General with analyses, recommendations and advice.

**Table 2. Performance assessment (effectiveness)**

(Percentage)

<i>Effectiveness</i>	1994	1995	1996	1997
More than planned	—	—	—	2
As planned	26	46	54	44
Slightly less than planned	39	25	23	23
<b>Subtotal</b>	<b>65</b>	<b>71</b>	<b>77</b>	<b>69</b>
Less than planned	30	23	15	27
In trouble	—	—	—	4
<b>Subtotal</b>	<b>30</b>	<b>23</b>	<b>15</b>	<b>31</b>
Cannot determine	4	6	8	—

**Table 3. Client feedback, 1997**

Number of questionnaires sent = 122; received = 46								
<i>Overall assessment</i>				<i>Number</i>		<i>%</i>		
More than expected				8		19		
As expected				26		60		
Less than expected				9		21		
<i>UNIDO inputs</i>	<i>Timeliness</i>				<i>Quality</i>			
	<i>As scheduled</i>		<i>Delayed</i>		<i>Satisfactory</i>		<i>Unsatisfactory</i>	
Experts	34	85%	6	15%	29	91%	3	9%
Subcontracts	13	93%	1	7%	10	77%	3	23%
Training	24	86%	4	14%	27	96%	1	4%
Equipment	20	71%	8	29%	26	100%	—	0%
Software	19	83%	4	17%	21	95%	1	5%
HQs technical support	36	95%	2	5%	29	100%	—	0%
UNIDO administrative performance					27	96%	1	4%

### Observations, audits, investigations and comments

Audit activities are documented in various exercises, including observations or comments that are sometimes used as inputs to more comprehensive audit reports. Reports and observations contain recommendations that are followed up regularly. During the year, the Office of Internal Oversight produced a total of 66 reports, which vary considerably according to length of study and scope.

Numerous reviews of specific actions or situations were conducted during 1998 in response to management inquiry or observations of Internal Oversight staff during periodic tracking of operations. Often, these short studies do not result in specific recommendations but are rather intended as inputs into the decision-making process. Eighteen such reports were provided to the Director-General during the second half of the year (11 for information/clarification, six pointing out deficiencies in control mechanisms, and one relating to disciplinary measures).

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 insure compliance with policies, plans, rules, regulations and other administrative guidelines; 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 the year, the Office issued 16 formal reports (four project reports, two reports relating to overall project

management, three financial/management audit reports, four on personnel matters, and three organizational reports).

Investigations are carried out by Internal Oversight following specific allegations involving possible violations of regulations, rules and other pertinent administrative issuances, on misconduct, mismanagement, waste of resources and on abuse of authority. During the year, the Office conducted 10 investigations (four related to projects, three related to Headquarters, and three related to field offices). While audits and other reports are available for review, investigations are reported confidentially to the Director-General.

Comments are provided following requests by the Director-General on various issues but also by managers who need advice on official documents or assistance in the decision-making process. In 1998, Internal Oversight provided a total of 22 audit comments, of which eight to the Director-General (six on organizational issues, one related to a project and one to field offices) and 14 to managers (five related to projects, five to Headquarters and four to field offices).

Audits and investigations have achieved economies in administrative and operational areas. An internal investigation resulted in the discontinuation of undue staff entitlements. In operational improvement, a technical cooperation project was terminated in view of its failure in terms of efficiency, accountability and transparency. UNIDO's project portfolio was streamlined, and unnecessary Director-General's bulletins and committees were abolished. Financial management was improved by transferring staff welfare and subsidiary funds to the Staff Council, thereby releasing UNIDO staff for core activities.

### **Strengthening through cooperative efforts**

In cooperation with the cross-organizational teams to improve Secretariat operations, Internal Oversight contributed a draft report outlining the framework for integrated financial management reporting, which provides detailed analysis of the Secretariat financial and management structures necessary to develop an integrated management information system. This report describes the intricate structures that form the framework of UNIDO's business processes. Material gathered by the external audit team was also used.

Close cooperation and collaboration were established with the Evaluation Group during an extensive review of project evaluations. This combined effort substantially increased effectiveness.

An investigation involving a project in the field resulted in strengthening ties with the United Nations Office of Internal Oversight Services and the UNDP Office of Audit and Performance Review, and more cooperative efforts are foreseen. In addition, the External Auditor has been kept informed of events and coordination with the External Auditor continues as an important Internal Oversight function.

As coordinator for UNIDO activities with the Joint Inspection Unit (JIU), the Office met with JIU staff to find ways to improve the Unit's effectiveness and relevance towards UNIDO's goals and objectives.

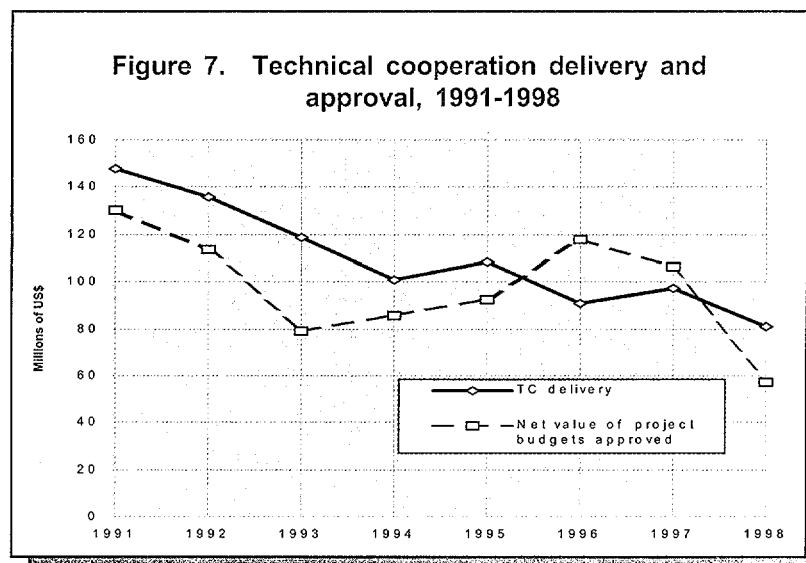
# VIII

## Aggregate statistical analysis

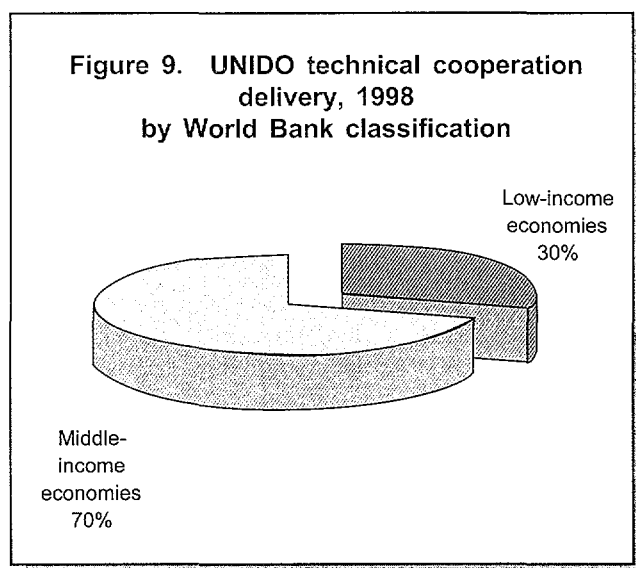
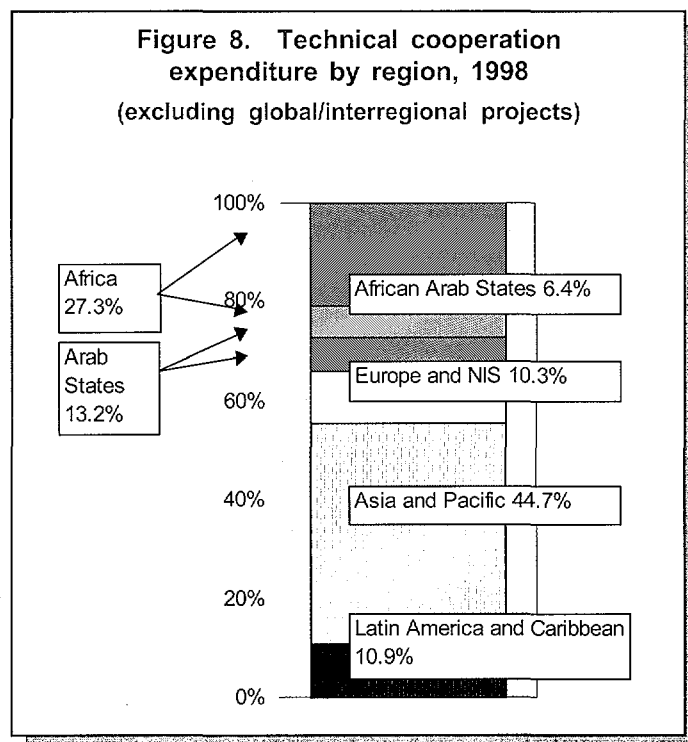
Technical cooperation in 1998 was affected by a 20 per cent budget reduction and the one-time effect of the transformation exercise that took place for more than half the year. Indeed, technical cooperation delivery decreased by 16.7 per cent, to \$81.1 million from \$97.3 million in 1997 (figure 7). Project approvals showed an even sharper decrease, by 49.2 per cent, to \$57.2 million from \$106.4 million. However, as pointed out elsewhere in this report, the price paid in lower delivery and approval figures for one year is viewed as an investment in achieving the mandate of the Business Plan approved by Member States. It is an investment in providing conditions to better serve the interests and needs of donor and recipient countries alike.

In terms of regions, Asia and the Pacific was the largest recipient of UNIDO technical cooperation with a share of 45 per cent. Africa continued to be the second largest beneficiary of UNIDO services with a share of 27.3 per cent. The sub-Saharan countries accounted for 21.9 per cent (figure 8). Chapter III outlines the priority on Africa and least developed countries in the context of the new programmatic focus and the consequent increased technical cooperation delivery foreseen.

A review of 1998 UNIDO technical cooperation delivery in accordance with the World Bank classification system reveals that 30 per cent was directed towards low-income economies, 70 per cent to middle-income economies, and a negligible volume to high-income economies (figure 9). The shift from the low-income economies to middle-income economies was caused by the change in the classification of five countries (China, Equatorial Guinea, Georgia, Guyana and Sri Lanka) from the former to the latter group.



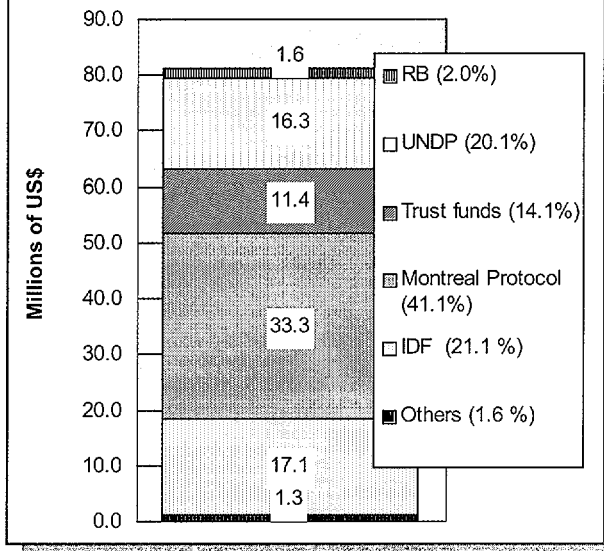




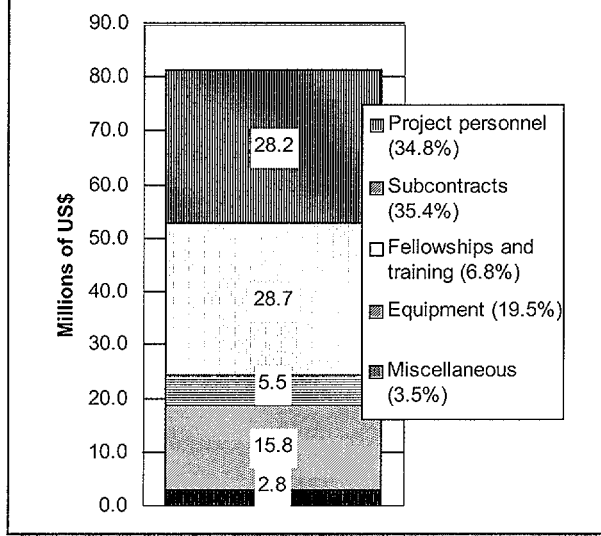
Looking into the sources of funds, the share of technical cooperation delivery under the Montreal Protocol increased dramatically from 29.8 per cent in 1997 to 41.1 per cent in 1998 (figure 10). On the other hand, the regular budget share of total delivery decreased from 7.2 per cent in 1997 to 2 per cent in 1998. A decrease to 20.1 per cent from 25.0 per cent was also recorded in technical cooperation delivery funded by UNDP. The weight of IDF and trust funds remained virtually unchanged.

A further result of the large proportion of Montreal Protocol activities of total UNIDO delivery was a visible increase in the share of the subcontract component, from 31 per cent in 1997 to 35 per cent in 1998. While this increase was at the expense of the project personnel component, the remaining three components remained at the 1997 level (figure 11).

**Figure 10. Technical cooperation expenditure by source of funds, 1998**



**Figure 11. Technical cooperation expenditure by project component, 1998**



As shown in chapter I, an examination of new projects approved during the year under the Business Plan shows that activities related to environmentally sustainable industrial development (ESID) accounted for more than half of 1998 approvals.<sup>1</sup> ESID strategies, technologies and international protocols accounted for 46 per cent, followed by environmentally sustainable industrial strategies and technologies (14 per cent).

<sup>1</sup>Under cleaner and sustainable industrial development, the Business Plan specifies two types of activities: (a) support programmes on ESID strategies and technologies, including on transfer of environmental technologies within industrial subsectors assigned high priority; and (b) development of specific norms and standards relating to ESID strategies and technologies, and implementation of international protocols, agreements and conventions.

An obvious characteristic of 1998 technical cooperation delivery and approvals was the relatively large share of Montreal Protocol activities in the UNIDO total. As explained in greater detail in chapter IX, policies and funding levels for Montreal Protocol activities are determined by the Conference of the Parties to the Protocol, and the operation of the Fund is the responsibility of the Executive Committee and the Fund Secretariat. Thus, activities financed from this source of funds were largely unaffected by the slowdown in programme and project development during the transformation process. A more diversified portfolio can be expected to emerge in 1999, with the development and implementation of the integrated programmes.

The build up of project approvals developed very slowly in the first half of 1998. It gradually started to pick up speed thereafter, with the introduction of the programmatic reform. One third of total approvals of 1998 was registered in December—an encouraging sign for the future outlook of UNIDO.

**Table 4. Technical cooperation activities: project expenditure in 1998, by geographical area**  
(in thousands of US dollars)

	Africa (excluding African Arab States)		African Arab States		Asia and the Pacific (excluding Western Asian Arab States)		Western Asian Arab States		Arab regional		Europe and NIS		Latin America and Caribbean		Global and Interregional		Total
<b>A. By source of funds</b>																	
		%		%		%		%		%		%		%		%	
UNIDO regular budget																	
RP	0	0.0	0	0.0	82	0.3	1	0.0	0	0.0	163	2.3	223	3.0	341	2.6	810
IDDA	747	5.3	66	1.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	813
UNDP/IPF, cash																	
counterpart special																	
measures, TRAC <sup>a</sup>	4,277	30.2	339	7.9	5,376	17.7	1,271	28.1	10	10.2	2,051	29.4	498	6.7	0	0.0	13,822
UNDP-administered																	
trust funds	1,737	12.3	0	0.0	706	2.3	0	0.0	0	0.0	0	0.0	0	0.0	18	0.1	2,461
Self-financed trust funds	267	1.9	179	4.1	109	0.4	3	0.1	0	0.0	3	0.0	2,099	28.3	0	0.0	2,660
Third party-financed																	
trust funds	1,207	8.5	474	11.0	863	2.8	20	0.4	0	0.0	586	8.4	69	0.9	4,620	34.7	7,839
Other trust funds	288	2.0	9	0.2	127	0.4	0	0.0	0	0.0	45	0.6	35	0.5	432	3.2	936
IDF	3,063	21.6	172	4.0	4,193	13.8	124	2.7	88	89.8	694	10.0	1,246	16.8	7,554	56.7	17,134
Montreal Protocol	2,497	17.6	3,078	71.3	18,817	62.1	3,069	67.9	0	0.0	2,765	39.7	2,856	38.6	266	2.0	33,348
UNDCP	85	0.6	0	0.0	15	0.0	29	0.6	0	0.0	665	9.5	382	5.2	84	0.6	1,260
Non-UNIDO funds	0	0.0	0	0.0	15	0.0	0	0.0	0	0.0	0	0.0	0	0.0	18	0.1	33
<b>TOTAL</b>	<b>14,168</b>		<b>4,317</b>		<b>30,303</b>		<b>4,517</b>		<b>98</b>		<b>6,972</b>		<b>7,408</b>		<b>13,333</b>		<b>81,116</b>
Total Africa		18,485															
Total Arab States		8,932															
<b>B. By project component</b>																	
		%		%		%		%		%		%		%		%	
Project personnel	6,212	43.8	894	20.7	6,370	21.0	674	14.9	32	32.7	2,279	32.7	3,141	42.4	8,608	64.6	28,210
Subcontracts	2,412	17.0	1,812	42.0	14,932	49.3	2,717	60.2	48	49.0	3,053	43.8	2,293	31.0	1,448	10.9	28,715
Fellowships and training	1,401	9.9	246	5.7	1,871	6.2	189	4.2	7	7.1	268	3.8	422	5.7	1,145	8.6	5,549
Equipment	3,361	23.7	1,290	29.9	6,588	21.7	843	18.7	0	0.0	1,241	17.8	1,185	16.0	1,311	9.8	15,819
Miscellaneous	782	5.5	75	1.7	542	1.8	94	2.1	11	11.2	131	1.9	367	5.0	821	6.2	2,823
<b>TOTAL</b>	<b>14,168</b>		<b>4,317</b>		<b>30,303</b>		<b>4,517</b>		<b>98</b>		<b>6,972</b>		<b>7,408</b>		<b>13,333</b>		<b>81,116</b>

<sup>a</sup>Includes UNIDO-implemented nationally executed projects.

# IX

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## Mobilizing funds for UNIDO services

In terms of development of programmes and projects, and mobilization of funds for these activities, 1998 was a year of transition. After the staff reduction at the beginning of the year, followed by the restructuring, a considerable amount of time and effort was required for the redefinition of UNIDO's focus and working processes in line with the Business Plan. This transformation process inevitably slowed down programming and project development, and caused uncertainty on the continuing validity of projects already under development or under consideration by donors.

In 1998 the total volume of funds mobilized for technical cooperation activities was considerably lower than in 1997. New approvals, i.e. the total value of new projects, amounted to only \$55.3 million, down from \$92.9 million in 1997. Including net changes to ongoing projects, UNIDO mobilized \$57.1 million, as compared with the \$106.1 million reported in 1997.

Funds mobilized from Governments through the Industrial Development Fund maintained the best performance in relative terms. A total of \$15.1 million was approved in 1998 compared with \$17.3 million in 1997. The main areas covered by IDF contributions are: (a) investment promotion in relation to the existing IPS network; (b) environment, with contributions from Switzerland for the establishment of National Cleaner Production Centres in Costa Rica, El Salvador, Guatemala and Viet Nam for a total of more than \$4 million, a \$1.5 million approval from the Netherlands for a project in China on policies for sustainable industrial development, tannery effluent projects in Zimbabwe financed by the Netherlands and in Bangladesh financed by Switzerland; and (c) small-scale enterprise and entrepreneurship development projects in Mozambique financed by Austria, in Mali financed by Belgium, in India as well as a regional Central America project both financed by Switzerland. Other IDF projects were financed by contributions from China, Costa Rica, Czech Republic, France, Germany, Greece, Hungary, India, Ireland, Italy, Japan, Republic of Korea, Norway, Poland and Thailand.

However, the trust fund mechanism saw a sharp decline from \$15.6 million to \$6.3 million. Trust fund financing includes Associate Experts, provided in 1998 by Germany, Italy, Japan, the Netherlands and the Russian Federation. Other projects funded by Italy, Japan, Republic of Korea, Norway, Russian Federation and Sweden were mainly in investment promotion and small enterprise development. In addition, Junior Professional Officers (JPOs) were provided by Belgium, Germany, the Netherlands and Norway. However, as these are administered by UNDP, the amounts related to JPOs are not included in the above-mentioned figures. At the end of 1998 a total of 20 JPOs were on board with another nine under recruitment for fielding in the first four months of 1999.

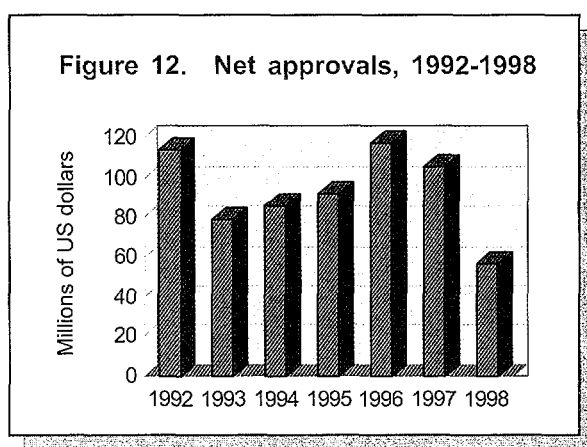
UNDP-financed contributions similarly declined from \$22 million to \$7.8 million and for the Montreal Protocol project approvals and revisions amounted to \$24.5 million as compared with \$44.0 million in 1997. For Montreal Protocol-financed projects, however, the very high approval figures of the previous years have resulted in a sufficiently large portfolio of projects under implementation. The distribution of approvals by region and subject is given in the programme performance report (IDB.21/11-PBC.15/11, appendix A).

The main reason for the decline in approvals was a considerable decrease in the volume of projects developed and submitted to donors. For instance under IDF, the total volume of projects officially submitted for funding in 1998 amounted to only \$26.1 million as compared with \$37.6 million in 1997. The situation for trust fund and UNDP-financed projects was similar. As mentioned above, in view of the changed focus, some pipeline projects were not developed further, and the development of new projects, as well as the integrated programmes called for in the Business Plan, logically had to await the finalization of the service modules and the development of a new operational approach.

For the Montreal Protocol the system is very different. Policies and funding levels are determined by the Parties to the Montreal Protocol, and the operation of the fund is the responsibility of the Executive Committee and the Fund Secretariat. Each of the three implementing agencies—UNDP, UNIDO and the World Bank—identifies activities suitable for funding that are submitted through an annual business plan/work programme. The Executive Committee meets several times per year to review and approve projects. In 1998 the Committee approved for UNIDO implementation projects with a value of approximately \$24 million. In addition to the established activities related to foam, aerosols, refrigerants and solvents, demonstration projects with a value of \$7.12 million were approved in the fumigants sector, directly relevant to agro-processing.

Other sources of funds included the Common Fund for Commodities with a project for the improvement of fibre extraction and identification of higher yielding abaca varieties, and GEF with two projects (removal of barriers to the abatement of global mercury pollution, preparatory assistance expected to lead to a large-scale project; and renewable energy efficiency capacity-building in Sri Lanka). UNIDO is also submitting projects to the United Nations Fund for International Partnerships (UNFIP) and the United Nations Foundation Inc. (the "Turner Fund").

For 1999 a completely different situation is expected. With the completion of the definition of the service modules in 1998 and the preparation of the first integrated programmes, the transformation has been completed. In terms of funds mobilization this means that starting with the six draft integrated programmes for African countries made available to Member States during the twentieth session of the Industrial Development Board in November 1998, an increasing volume of high quality programmes will be submitted to donors, fully in line with the priorities set by Member States in the Business Plan. Furthermore, together with the Governments concerned, UNDP will be ap-



proached in order to participate in funding the programmes, concentrating on areas within UNDP's country level priorities.

A new feature of 1998 was the first annual contribution made by Denmark, announced during the 1997 General Conference. The funds targeted specific types of activities in sub-Saharan Africa which have allowed UNIDO to be pro-active in the development of the first programmes and actually initiate action immediately after agreement on the programmes with the countries concerned. It has also enabled UNIDO to demonstrate its own commitment to the programmes to Governments *vis à vis* other local partners as well as local donors.

In 1999 donors and potential donors will be approached by UNIDO to present the service modules and explain the new systematic and focused approach to the development of integrated programmes as well as enhanced interdisciplinary team work within the Organization. Modalities for cooperation and funding options will be discussed and it is anticipated that at least some other donors may opt for adopting the Danish approach with respect to part of their contribution.

It is further anticipated that financing may become available for several of the service modules from funds dedicated to thematic priority subjects such as the environment, private sector development and women in development. When consultations take place at donor headquarters, the units responsible for such funds will be approached to discuss cooperation options.

The integrated programmes are also expected to be of interest to the bilateral donors working in the country concerned. The integrated nature is aimed *inter alia* at increasing the impact, and it is expected that co-financing such programmes or funding specific components in line with respective priorities will be attractive. At the country level, UNIDO will work closely with the Government when approaching such bilateral donors.

During 1999 a meeting of donors will be organized by UNIDO in cooperation with OAU and ECA, and under the leadership of the African Development Bank, as requested in the 1997 Declaration of the Assembly of Heads of State and Government of OAU and subsequently endorsed by United Nations General Assembly resolution 52/208. The meeting will be convened in the form of a consultative conference on industrial partnerships and investment in Africa at the end of September 1999. Its main objectives are to decide on measures to be taken for financing technical cooperation programmes elaborated in the framework of the Plan of Action of the Alliance for Africa's Industrialization and to promote industrial partnerships and investment in Africa. It is anticipated that the conference will demonstrate the importance of the UNIDO integrated programmes in addressing the industrial development needs of African countries and allow donors to better understand the requirements of African countries in that area.

## ANNEX I

### **Administrative instructions and bulletins**

#### **Director-General's Administrative Instructions (DGAIs)**

##### **DGAI No. 1: Emergency measures and mechanisms (9 January):**

Introduced emergency measures primarily to contain cash outflow. As a result, regular and operational budget cash outflow was minimized. It also prescribed the first steps of the transformation process. By suspending all DGBs and committees, DGAI No.1 prepared the ground for re-regulation of the Organization. The DGAI also provided the requirements for a successful downsizing exercise.

##### **DGAI No. 2: Internal correspondence with the Director-General (26 January):**

Requested managers to be concise and to the point in their correspondence with the Director-General. It also requested managers to express their opinion and not simply rubber-stamp correspondence. Decision-making process was improved.

##### **DGAI No. 3: Extension of fixed-term appointments (30 January):**

Introduced a one-time transitional measure by extending all fixed-term appointments until 28 February 1998. This action facilitated the staff reduction exercise on an objective basis.

##### **DGAI No. 4: Procedures for certification and authorization of expenditures (11 March):**

Concluded the first phase of the administrative transformation. It established the regular and operational budget allocation level for 1998 and introduced a temporary financial authorization system that entailed elements of decentralization and delegation of authority for transactions under the regular and operational budgets. On the other hand, the DGAI fully centralized the authorization of all transactions under the programme of technical cooperation. It also established a mechanism for the approval of new programmes and projects by confirming the role of the Screening Committee and referring all approvals to the Executive Board. The centralized authorization resulted in a lower level of technical cooperation delivery. However, management was able to assess ongoing activities and reflect their assessment in the formulation of the new service management system. This facilitated the wider decentralization under DGAI No. 6.

##### **DGAI No. 5 and Add.1: Rationalization of committees and Director-General's Bulletins (12 March):**

Phased out almost all DGBs and committees. The practice of management by committees has been discontinued, and only five internal committees remain in operation. Also, most of the DGBs were abolished and only those directly related to service delivery remain valid. This DGAI was intended to de-regulate and de-bureaucratize the Organization.



**DGAI No. 6 and Add.1: New financial authorization system (13 May):**

Represented a significant milestone in the administrative transformation of the Organization in that it introduced a decentralized financial authorization system supported by an accountability mechanism. Its provisions have already been applied to all regular and operational budget transactions and to all newly approved technical cooperation projects. The full implementation will start on 1 January 1999. Under DGAI No. 6, teams and programme/project managers have full authority and flexibility to decide on the manner in which financial resources are used to achieve output, results and goals. This DGAI established a financial environment conducive to speedy delivery of the Organization's services, while providing a safety system by the introduction of common "boundaries".

**DGAI No. 7: Decentralization and delegation of authority to UNIDO's field offices (14 May):**

Defined the functions and responsibilities of the field offices and delegated considerable authority to the field in the administrative areas following the principles of DGAI No. 6. It also announced the location of the 30 field offices of UNIDO. Its provisions have been further amplified in six administrative instructions issued by FOA.

**DGAI No. 8: Staff career development system (14 May):**

Aligned UNIDO's personnel policies with the new administrative and programmatic framework by announcing the basic principles of a new staff career development system. A comprehensive revision of job descriptions has been undertaken resulting in a complete inventory of jobs in the Organization. A detailed description of the new staff career development system has been prepared, which will allow the Organization to regularize its staff management operations by providing criteria for appointment, extension, promotion and separation of staff.

**DGAI No. 9 and Add.1: New management framework, service management cycle and cost accounting (21 October):**

Introduced a new management framework and service management cycle following the administrative reform and the definition of the service modules. The DGAI is based on the principles of "working together", "measuring costs" and "assessing impact", all intended to enhance the impact of UNIDO services in recipient countries. A number of supporting mechanisms have been designed and developed to make sure that the DGAI will be effective.

**DGAI No. 10: Framework of the staff career development system (6 November):**

In the context of the provisions of DGAI No.8, further defined UNIDO's staff career development system as a mechanism to foster primarily the horizontal development of staff competencies and professional expertise. It also elaborated the framework to be applied for staff planning, the selection process for recruitment and promotion, the extension of appointments and new appointments, the performance appraisals system, staff development and training and, finally, staff rotation and mobility.

**Administrative Instructions of the Field Operations and Administration Division (FOA.AI)****FOA/AI.1: Terms of reference of UNIDO's field offices (14 May):**

Defined the operational parameters of UNIDO's country offices, the subregional offices and national focal points. The mandate and functions of each entity was defined and the relationship to Headquarters established.

**FOA/AI.2: Delegation of financial authority – field office budgets (14 May):**

Provided the necessary financial framework for the operation of field offices. As a complement to DGAI No. 6, this instruction established the procedures for the preparation of annual field office budgets, their revisions, financial authority for expenditure against allotments, the role of UNDP in administering these budgets, and the control and reporting framework.

**FOA/AI.3: Delegation of financial authority – substantive activities (14 May):**

Addressed the delegation of financial authority to the field for the implementation of certain substantive activities such as consultants, short-term advisory services, the regular programme of technical cooperation and Industrial Development Decade for Africa activities.

**FOA/AI.4: Guidelines and procedures for the recruitment by UNIDO Field Representatives of short-term ad-hoc local consultants (14 May):**

Defined the procedures through which UNIDO Representatives can proceed with the recruitment, management and administration of ad hoc local consultants for the provision of short-term advisory services.

**FOA/AI.5: Guidelines and procedures for the implementation and administration of UNIDO fellowships and study tours by UNIDO Field Representatives (14 May):**

Defined the procedures through which UNIDO field representatives can implement the fellowships and study tour components of regular programme of technical cooperation projects for which the UNIDO Representative is given the implementing authority.

**FOA/AI.6: Decentralized procurement authority for UNIDO's field offices (14 May):**

Established the administrative framework for field offices to meet their procurement requirements for items of a limited value in a prompt, cost-effective and competitive manner. The delegation of authority was limited to \$20,000 for a single transaction from the same supplier.

**FOA/AI.7: Certifying officers for UNIDO accounts other than technical cooperation project accounts (7 July):**

Fulfilled the requirement of financial rule 109.4 by announcing the designation and functions of certifying officers.

**FOA/AI.8: Project cycle management – Project revisions (29 July):**

Described the purposes for which project budget revisions are prepared and the way in which they are reviewed and approved. The instruction covered all sources of funds.

**FOA/AI.9: Control of non-expendable property and special items: revision of the writing-off procedure (22 October):**

Defines and determines non-expendable property and special items and provides for guidelines applicable for writing-off procedures.

## Director-General's Bulletins

<i>Symbol</i>	<i>Date of issuance</i>	<i>Subject</i>
UNIDO/DGB(M).78	9 January	UNIDO voluntary separation programme
UNIDO/DGB(M).78/Add.1	4 February	
UNIDO/DGB(M).79	9 February	New organizational structure of the UNIDO Secretariat
UNIDO/DGB(M).80	12 February	Staff separation and redeployment programme
UNIDO/DGB(M).81	19 February	Staff separation and redeployment programme—list of staff to be redeployed
UNIDO/DGB(O).82	27 February	Secretariat structure and assignment of staff
UNIDO/DGB(O).82/Add.1	27 February	
UNIDO/DGB(O).82/Add.2	9 March	
UNIDO/DGB(O).82/Add.3	23 June	
UNIDO/DGB(O).82/Add.3/Corr.1	24 June	
UNIDO/DGB(O).82/Add.4	23 December	
UNIDO/DGB(O).83	14 May	Secretariat structure and staff redeployment
UNIDO/DGB(O).83/Add.1	18 May	
UNIDO/DGB(O).83/Add.2	28 September	
UNIDO/DGB(O).84	21 July	Secretariat structure and assignment of staff
UNIDO/DGB(O).85	22 July	Secretariat structure and assignment of staff

## ANNEX II

### **Service modules**

INDUSTRIAL POLICY FORMULATION AND IMPLEMENTATION  
STATISTICS AND INFORMATION NETWORKS  
METROLOGY, STANDARDIZATION, CERTIFICATION AND ACCREDITATION  
CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT  
INVESTMENT AND TECHNOLOGY PROMOTION  
ENVIRONMENTAL POLICY FRAMEWORK  
CLIMATE CONVENTION AND KYOTO PROTOCOL  
ENERGY EFFICIENCY  
RURAL ENERGY DEVELOPMENT  
CLEANER PRODUCTION  
POLLUTION CONTROL AND WASTE MANAGEMENT  
MONTREAL PROTOCOL  
SME POLICY FRAMEWORK  
POLICY FOR WOMEN'S ENTREPRENEURSHIP DEVELOPMENT  
ENTREPRENEURSHIP DEVELOPMENT  
UPGRADING AGRO-INDUSTRIES AND RELATED TECHNICAL SKILLS

### **Industrial policy formulation and implementation**

The increasing integration of the world economy, emerging international competitive pressures for efficiency gains and the compelling need to ensure social sustainability in the context of a rapidly changing framework of industrial development call for prudent advice on industrial policy formulation and implementation. Dovetailing the requirements of a competitive market orientation with domestic policy concerns such as employment generation and poverty alleviation requires well formulated and effective industrial policies and strategies. Drawing on comparative analyses of industrial policy experiences, UNIDO offers neutral and objective advice without a political or commercial vested interest to improve industrial governance in developing countries and economies in transition. UNIDO's assistance in formulating, implementing and monitoring industrial development policies facilitates participatory policy dialogue among major stakeholders with a high degree of transparency and accountability.

### **Statistics and information networks**

This service module deals with a particular aspect of poverty—poverty of information. The service aims to narrow the information gap that is arising between and within countries: between those that have easy access to information (and know how to use it) and those that do not. UNIDO's services in this field make it easier and cheaper to access and disseminate the right

information at the right time to the right users. More specifically, they address two aspects of information poverty. First, they provide countries with timely, comparable, high-quality industrial statistics that comply with international standards, as well as policy-relevant information that can be derived from those statistics. Second, they offer assistance in building up national and local capabilities to use modern information and communication technologies. In this context, UNIDO provides support for the development of specialized information networks to support public- and private-sector decision-making. These information networks are especially designed to meet the particular needs and resource availability of the country concerned.

## **Metrology, standardization, certification and accreditation**

Much needed gains from global trade will accrue to those developing and transition economies which offer competitive levels of product quality and meet a growing number of international standards. These standards span a broad and growing range of activities, from quality and environmental management systems, to matters of consumer health and safety, metrology and calibration of measurement equipment. The rapid demise of state-sponsored protection—along with growing unemployment and poverty—confront developing countries with the urgent need to upgrade and link capacities in standardization, metrology and the mechanisms for mutual recognition of related certificates. This module identifies institutional priorities and provides flexible solutions for the creation of competencies in standardization and metrology.

## **Continuous improvement and quality management**

Continuous improvement is a dynamic process which fully utilizes an organization's people and technology to produce a continuous flow of improvements in product quality, costs and production flexibility—along with other attributes which add value and increase customer satisfaction. At the level of a nation's economy, continuous improvement drives productivity, competitiveness and growth—and is essential for sustained increases in social and economic development. This module identifies priorities for both policymakers and institutions, and offers a set of flexible services to assist in the creation of institutional capacity, which will provide the basis for a process of sustained increases in social and economic well-being.

## **Investment and technology promotion**

Globalization of the world economy is gathering pace, with investment and technological innovation as the prime movers of economic and social development. The capacity of a country to attract and make optimum use of investment and technology flows depends on an enabling environment, including institutions and professional skills able to cope with the dynamic nature of international competition. This module highlights the services provided by UNIDO to developing countries and countries with economies in transition aimed at building up their capabilities to attract investment for industrial projects and to implement the full cycle of innovation, investment and technology transfer.

## **Environmental policy framework**

The services in this module build capacities primarily within the nexus of ministries of planning, finance, industry and environment, the private sector and its allies in civil society to formulate and implement cost-effective and consensus-based environmental policies and regulations for the industrial sector. It enhances capabilities to formulate standards and practices that take into account not only environmental but also the socio-economic conditions of a country; provides training in permit writing, monitoring of compliance and enforcement that reflects the unique socio-economic and cultural situations in each country, and upgrades the capacities of regulatory agencies to accurately assess the actual magnitude of the emissions of pollutants by industrial facilities and the impacts of these pollutants on the ambient environment. The services in this

module build capacities at the regional (transboundary), national and provincial levels of government to carry out their environmental mandates with regard to industry and within the appropriate geographical boundaries.

## **Climate convention and Kyoto Protocol**

This service module describes UNIDO's assistance to countries with developing and transition economies in implementing the United Nations Framework Convention on Climate Change and the Kyoto Protocol. This assistance helps countries improve the efficiency with which energy is used by their industries and strengthens industry's contribution to their sustainable development.

## **Energy efficiency**

Energy is essential to economic and social development and improved quality of life. In developing countries, sharp increases in the provision of energy services are required to improve the standard of living of their growing populations. The supply of energy should be reliable, secure and at affordable costs. The production/generation, distribution and use of energy are sources of pollution and waste in developing countries. The environmental impact can be reduced through the efficient generation, distribution and consumption of energy.

This module aims at achieving sustainable and efficient use of energy by industry in developing countries and countries with economies in transition. Therefore, UNIDO's energy efficiency service module has been designed mainly to address issues such as: growing national and international pressure to reduce the environmental damage associated with fossil fuel consumption; and the need for greater energy efficiency in every sector of the economy in order to reduce costs, enhance competitiveness and conserve energy resources.

## **Rural energy development**

Energy is essential to economic and social development and improved quality of life. Therefore, many developing countries, in particular the least developed countries, face the urgent need to provide adequate, modern energy services, especially electricity, to billions of people in rural areas. This service module aims at increasing energy use in rural areas through, particularly, increased use of renewable energy sources. Increasing the efficiency of energy use in rural areas is also a target. Promotion of the local manufacture of appropriate energy equipment for rural use through transfer of technologies and creation of capacities will be achieved by implementing demonstration projects.

## **Cleaner production**

The services in this module build capacities primarily within industrial service organizations to work with small- and medium-sized enterprises in order that these enterprises can take advantage of the potential of cleaner production. Cleaner production addresses the industrial pollution problem by reducing wastes during the production process instead of dealing with them after the pollutants have been generated. Cleaner production includes preventive measures both for reduction of excess process inputs and utilization of non-product outputs. These services in this module include building capacities to increase awareness, to train both factory personnel and national experts to conduct cleaner production assessments, to identify sources of information on cleaner production techniques and technologies and to evaluate and adapt advanced cleaner production technologies. Capacity-building takes place in cross-sectoral industrial service organizations, primarily national cleaner production centres, and in subsector industrial service organizations that are delivering an array of services to enterprises.

## **Pollution control and waste management**

The lack of pollution control and waste management services in developing countries and countries in transition can be attributed to the lack of awareness of the potential for pollution control services to solve environmental problems in a cost-effective manner and the lack of capacity to provide practical advice on the design and operation of pollution control and waste management technologies. The UNIDO response to these conditions is to build capacities to increase the awareness of the value of offering pollution control services and to provide appropriate advice on pollution control and waste management technology to enterprises. The advice offered covers both the selection of technologies and their operation of technologies as well as the associated management systems, such as collection of solid waste and the economies of building common wastewater treatment facilities. The capacity to offer advice is built by training programmes in environmental engineering skills and by identification of the most cost-effective technologies available from vendors around the world.

## **Montreal Protocol**

The Montreal Protocol represents the framework for a global cooperative effort to combat the environmental hazard of ozone depletion. UNIDO, as one of the four implementing agencies of the Montreal Protocol, assists developing countries in their efforts to eliminate the use and production of ozone depleting substances (ODS) within the agreed time frame. In this context, UNIDO facilitates the transfer of environmentally sound (non ODS-based) technologies to developing countries and helps them strengthen their national capacity to comply with the provisions of the Montreal Protocol and thus contribute to the global effort for the recovery of the ozone layer.

## **SME policy framework**

In a world of growing competition the challenge for those involved in small- and medium-scale enterprise (SME) promotion is to develop and improve policy support measures primarily by creating an environment that will enable SMEs to emerge and prosper on their own. A coherent government policy is crucial in creating a "level playing field" for SMEs to develop and grow. The main thrust of this service module is to strengthen national capabilities to establish an effective policy and institutional environment for promoting the SME sector and its contribution to industrial growth and productive employment. The services emphasize that cooperation is needed between government and the private sector in developing national strategies and policies to promote the SME sector, improving the legal and regulatory framework and promoting a network of demand-driven institutions and support measures addressing the needs of SMEs.

## **Policy for women's entrepreneurship development**

Gender-sensitive industrial policy is a major precondition to promoting sound and efficient entrepreneurial activities by women entrepreneurs. UNIDO's service module addresses the need for strengthening the capacity and capabilities of decision-makers in government, the private sector, and SME-related parastatal organizations in assessing the needs and constraints of and opportunities for women entrepreneurs in industry. Through the provision of services for gender awareness building, information collection and analysis on the participation of women entrepreneurs in industry (if required, on a subsectoral basis) as well as recommended policy measures, this will lead to gender-sensitive policy formulation and implementation, to the establishment of appropriate support services for women entrepreneurs and to skill development programmes for women entrepreneurs.

## **Entrepreneurship development**

Small and medium-scale enterprises play a leading role in industrial development, particularly in creating employment, and the role of entrepreneurs is critical to the growth in the number and efficiency of SMEs. Entrepreneurs may face many constraints, however, as a result of the size and isolation of their businesses, and their own inexperience. These constraints include difficulties in obtaining financing; insufficient knowledge of laws, registration procedures, and government regulations; inadequate physical infrastructure; and general inexperience with basic business and administration. Various types of support services have been developed to help entrepreneurs overcome these constraints. These activities include advisory services for small businesses, training and business publications, business incubators, assistance in establishing networking arrangements, and support to rural entrepreneurs. Institutions providing these services are often non-existent, however, or inadequately designed or organized to provide these services well. UNIDO provides capacity-building assistance in establishing or improving these institutions, so that entrepreneurs can receive cost-effective support to overcome some of the constraints to successful business creation and operation.

## **Upgrading agro-industries and related technical skills**

The rural populations of many developing countries suffer from poverty and hunger, have few employment possibilities and lack the basic necessities of life: water, food, clothing/footwear and shelter. Many crops are exported as raw materials with high post-harvest losses. Much of what agricultural produce is processed locally is wasted due to use of primitive and inefficient methods and equipment. There is weak technical support from institutions regarding machinery and process selection. UNIDO's response is to provide support to strengthen institutions and build up their capacities to serve the main agro-related industrial sectors (food processing, hides and skins tanning and leather products, textiles and garment making, wood processing and products, agromachinery and agro-technical production) as well as to establish technical advisory and extension services, common service facilities and repair and maintenance centres. This will be effected by a sequence of assessment and problem identification plus provision of technical inputs to carry out demonstrations and trials, prototype testing, establish pilot plants and then commercialize the results through information networking and publicity.



## ABBREVIATIONS

### A

ACC	Administrative Committee on Coordination
ASEAN	Association of Southeast Asian Nations

### C

CAD	computer-aided design
CAM	computer-aided manufacturing
CDM	clean development mechanism
CEE	central European economies
CER	certified emissions reduction
CFC	chlorofluorocarbon
CIS	Commonwealth of Independent States
CSD	United Nations Commission on Sustainable Development
CSO	civil society organization
COP	Conference of the Parties to the Convention

### D

DESA	United Nations Department for Economic and Social Affairs
DGB	Director-General's Bulletin

### E

ECA	United Nations Economic Commission for Africa
ESID	environmentally sustainable industrial development

### F

FAO	Food and Agriculture Organization of the United Nations
FOA	Field Operations and Administration Division

### G

GEF	Global Environment Facility
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### H

HABITAT	United Nations Conference on Human Settlements
HACCP	hazard analysis and critical control points

### I

IAF	International Accreditation Forum
IDDA	Industrial Development Decade for Africa
IDF	Industrial Development Fund
ILO	International Labour Organization
IPC	Investment Promotion and Institutional Capacity-building Division
IMF	International Monetary Fund
IPS	Investment Promotion Service
ISO	International Organization for Standardization
ITC	International Trade Centre

### J

JI	Joint Implementation (Article 6 of the Kyoto Protocol)
JIU	Joint Inspection Unit
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

**O**

OAU Organization of African Unity  
 ODS ozone-depleting substance  
 ODP ozone depletion potential  
 OECD Organisation for Economic Cooperation and Development  
 OIC Organization of the Islamic Conference

**P**

PPEP Pre-Peer Evaluation Process

**Q**

QSM quality, standardization and metrology

**R**

R and D research and development  
 RB regular budget  
 RENPAP Regional Network on Safe Pesticide Production and Information for Asia  
 and the Pacific  
 RP Regular Programme of Technical Cooperation

**S**

SENAI/CETIQT Technology Centre for the Chemical and Textile Industry under the  
 National Training Service for Industry (Brazil)  
 SADC Southern African Development Community  
 SES Sectoral Support and Environmental Sustainability Division  
 SME small and medium enterprise  
 SPX subcontracting and partnership exchange

**T**

TC technical cooperation  
 TQM total quality management

**U**

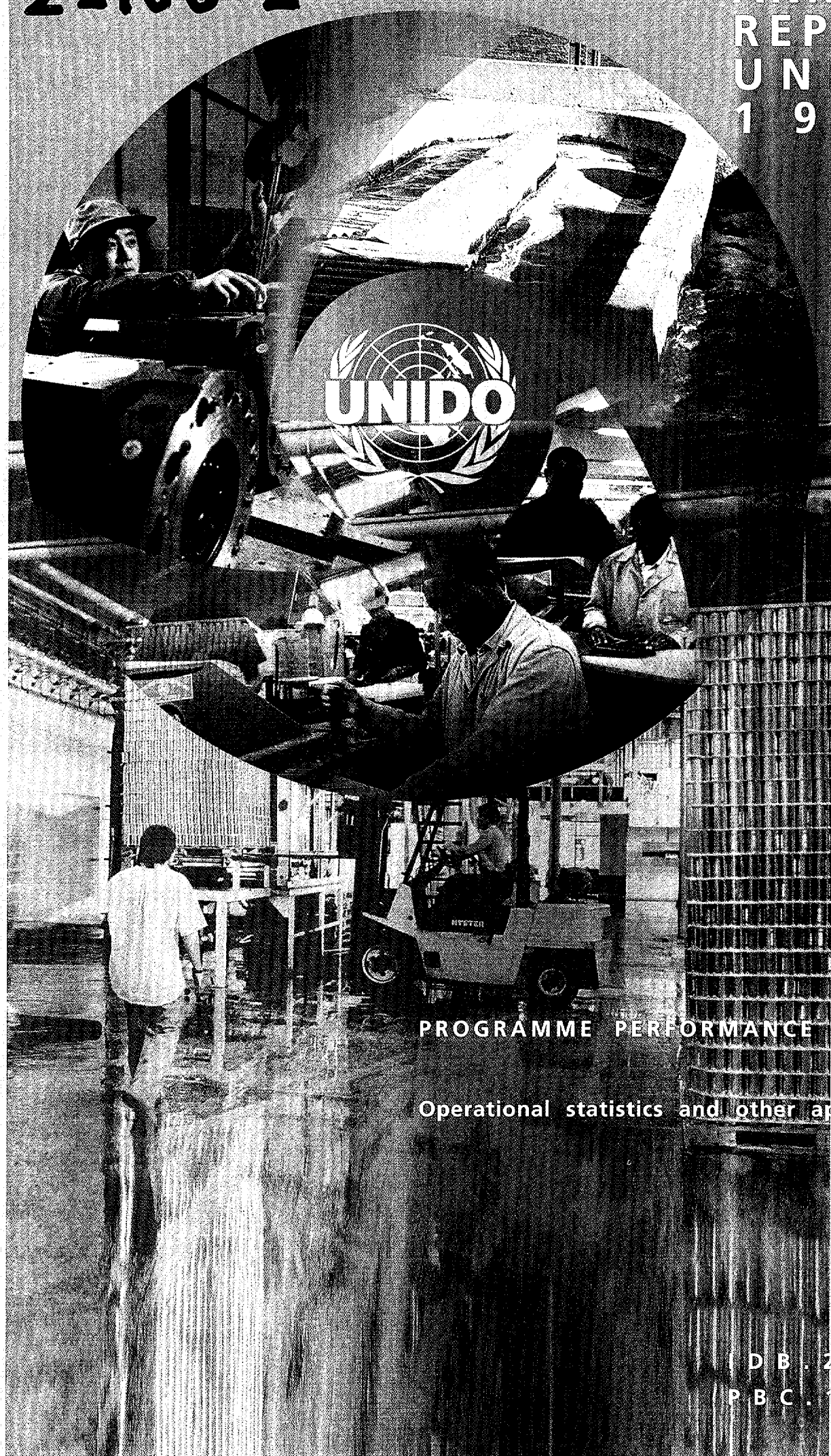
UCD UNIDO Country Director  
 UNCTAD United Nations Conference on trade and Development  
 UNDAF United Nations Development Assistance Framework  
 UNDP United Nations Development Programme  
 UNEP United Nations Environment Programme  
 UNESCO United Nations Educational, Scientific and Cultural Organization  
 UNFIP United Nations Fund for International Partnerships  
 UNICEF United Nations Children's Fund

**W**

WTO World Trade Organization

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UNIDO  
1998



PROGRAMME PERFORMANCE REPORT

Operational statistics and other appendices

( D B . 2 1 / 1 1  
P B C . 1 5 / 1 1

**ANNUAL  
REPORT  
UNIDO  
1 9 9 8**



**PROGRAMME PERFORMANCE REPORT**

**Operational statistics and other appendices**

**Industrial Development Board, twenty-first session, 1999**

**Programme and Budget Committee, fifteenth session, 1999**

**I D B . 2 1 / 1 1**

**P B C . 1 5 / 1 1**

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Distr.  
GENERAL

IDB.21/11-PBC.15/11  
22 April 1999

Original: ENGLISH

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## ABBREVIATIONS

### B

BOT build-operate-transfer

### C

CFC Common Fund for Commodities  
COMESA Common Market for Eastern and Southern Africa  
COMFAR Computer Model for Feasibility Analysis and Reporting  
CTBTO Comprehensive Nuclear-Test-Ban Treaty Organization

### I

ICGEB International Center for Genetic Engineering and Biotechnology  
IDDA Industrial Development Decade for Africa  
IDF Industrial Development Fund  
ISO International Organization for Standardization

### J

JPO Junior Professional Officer

### L

LDC least developed country

### M

MERCOSUR Common Market of the Southern Cone

### N

NIS Newly Independent States of the former Soviet Union

### P

PTS Provisional Technical Secretariat of CTBTO

### R

RP Regular Programme of Technical Cooperation

### S

SAR Special Administrative Region  
SME small and medium enterprise

### T

TRAC target for resource assignments from core

### U

UNCTAD United Nations Conference on Trade and Development  
UNDCP United Nations International Drug Control Programme  
UNDP United Nations Development Programme  
UNDP/IPF UNDP indicative planning figure  
UNDP/SIS UNDP Special Industrial Services  
UNOV United Nations Office at Vienna

**APPENDIX A**  
**OPERATIONAL STATISTICS**

**List of tables**

1. Expenditure, 1995 to 1998
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**Table 1**  
**Expenditure, 1995 to 1998**  
(In millions of US dollars)

	1995	1996	1997	1998
Technical cooperation programmes	108.5	90.9	97.3	81.1
UNIDO regular budget <sup>a</sup>	9.4	3.3	7.0	1.6
UNDP/IPF, cash counterpart, TRAC <sup>b</sup>	20.6	19.6	22.7	13.8
UNDP/SIS	3.7	3.3	0	0.0
UNDP-administered trust funds	0.5	1.6	1.3	2.5
Other trust funds	29.5	13.1	14.0	11.4
IDF	25.1	22.1	20.6	17.1
Montreal Protocol	16.6	25.0	29.0	33.3
UNDCP	2.1	2.8	2.6	1.3
Non-UNIDO funds	1.0	0.1	0.1	0.1
Headquarters	121.2	91.5	83.8	67.9
Regular budget	108.3	78.4	71.9	54.9
Programme support costs	12.9	13.1	11.9	13.0
<b>TOTAL</b>	<b>229.7</b>	<b>182.4</b>	<b>181.1</b>	<b>149.0</b>

<sup>a</sup> Includes Regular Programme for Technical Cooperation and Industrial Development Decade for Africa.

<sup>b</sup> Includes UNIDO-implemented nationally executed projects.

**Table 2**  
**Technical cooperation programmes: project budget approvals and expenditure, 1995 to 1998**  
(In millions of US dollars)

	1995	1996	1997	1998	1995	1996	1997	1998	1995	1996	1997	1998
	All sources of funds				UNIDO regular budget				UNDP/IPF, cash counterpart, special measures, UNDP/SIS and TRAC <sup>f</sup>			
Residual value of projects brought forward	159.4	121.1	147.8	155.0	4.1	0.0	3.8	0.0	30.4	22.8	16.7	30.9
Value of project budgets approved in the year (net)	92.4	117.9	106.4	57.1	7.5	7.1	5.1	3.3	9.9	10.0	11.2	6.4
Total of approved projects under implementation	251.8	239.0	254.2	212.1	11.6	7.1	8.9	3.3	40.3	32.8	27.9	37.3
Expenditure in the year	108.5	90.9	97.3	81.1	9.4	3.3	7.0	1.6	17.5	15.7	11.4	13.8
Residual value of projects carried forward	143.3 <sup>e</sup>	147.8	155.0	131.0	0.0 <sup>a</sup>	3.8	0.0 <sup>a</sup>	1.7	22.8	16.7 <sup>b</sup>	16.5 <sup>b</sup>	23.5
	UNDP-administered trust funds <sup>c</sup>				Other trust funds <sup>d</sup>				IDF			
Residual value of projects brought forward	5.4	5.0	3.5	3.1	47.2	9.5	18.0	19.6	40.8	37.6	40.6	37.3
Value of project budgets approved in the year (net)	0.1	0.1	0.9	1.4	11.8	21.6	15.6	6.4	22.0	25.1	17.3	15.1
Total of approved projects under implementation	5.5	5.1	4.4	4.5	59.0	31.1	33.6	26.0	62.8	62.7	57.9	52.4
Expenditure in the year	0.5	1.6	1.3	2.5	29.5	13.1	14.0	11.4	25.2	22.1	20.6	17.1
Residual value of projects carried forward	5.0	3.5	3.1	2.0	29.5 <sup>e</sup>	18.0	19.6	14.6	37.6	40.6	37.3	35.3
	Montreal Protocol				UNDCP				Non-UNIDO funds <sup>g</sup>			
Residual value of projects brought forward	17.8	30.7	46.3	61.3	2.5	1.0	3.4	2.8	18.7	14.6	15.5	0.0
Value of project budgets approved in the year (net)	29.4	40.6	44.0	24.5	0.6	5.2	2.0	0.0	3.7	8.2	10.3	0.1
Total of approved projects under implementation	47.2	71.3	90.3	85.8	3.1	6.2	5.4	2.8	22.4	22.8	25.8	0.1
Expenditure in the year	16.5	25.0	29.0	33.3	2.1	2.8	2.6	1.3	7.8	7.2	11.4	0.1
Residual value of projects carried forward	30.7	46.3	61.3	52.5	1.0	3.4	2.8	1.5	14.6	15.6	14.4	0.0

<sup>a</sup> Excludes the value of projects approved but not implemented within the biennium.

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

<sup>c</sup> 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.

<sup>d</sup> Includes special-purpose trust funds financed by recipient or third parties, government cash counterpart contributions paid to UNIDO, United Nations Population Fund, projects financed from World Bank loans and the Common Fund for Commodities.

<sup>e</sup> Excludes transfer of projects totalling \$20 million upon ICGEB becoming independent on 1 January 1996.

<sup>f</sup> Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency, reported under non-UNIDO funds in previous years.

<sup>g</sup> Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency (1995-1997).

**Table 3A**  
**Technical cooperation activities: project approvals in 1997 and 1998, by source of funds**

Source of funds	New projects approved			Existing projects revised			Total net value of approvals/revisions (\$000)
	Number of projects	Value of projects (\$000)	Average value of projects (\$000)	Number of projects	Value of revisions (\$000)	Average value of revisions (\$000)	
<b>1997</b>							
UNIDO regular budget	71	5,671	80	86	(604)	(7)	5,067
UNDP/IPF, cash counterpart, TRAC <sup>a</sup>	42	16,151	385	245	5,234	21	21,385
UNDP-administered trust funds	0	0	0	6	948	158	948
Other trust funds	39	6,987	179	206	8,622	42	15,609
IDF	65	16,595	255	287	747	2	17,342
Montreal Protocol	123	44,629	363	154	(669)	(4)	43,960
UNDCP	52	2,764	53	77	(717)	(9)	2,047
Non-UNIDO funds	3	85	28	4	0	0	85
<b>TOTAL</b>	<b>395</b>	<b>92,882</b>	<b>235</b>	<b>1,065</b>	<b>13,561</b>	<b>13</b>	<b>106,443</b>
<b>1998</b>							
UNIDO regular budget	51	3,299	65	0	0	0	3,299
UNDP/IPF, cash counterpart, TRAC <sup>a</sup>	19	5,271	277	199	1,086	5	6,357
UNDP-administered trust funds	5	1,213	243	4	229	57	1,442
Other trust funds	49	5,349	109	173	1,016	6	6,365
IDF	46	15,02	328	252	(20)	(0)	15,072
Montreal Protocol	81	24,34	301	252	149	1	24,497
UNDCP	34	657	19	33	(649)	(20)	8
Non-UNIDO funds	1	82	82	2	0	0	82
<b>TOTAL</b>	<b>286</b>	<b>55,311</b>	<b>193</b>	<b>915</b>	<b>1,811</b>	<b>2</b>	<b>57,122</b>

<sup>a</sup> Includes UNIDO-implemented nationally executed projects.

**Table 3B**  
**Technical cooperation activities: value of net project approvals in 1998, by region and source of funds**  
(In thousands of US dollars)

Source of funds	Africa (excluding African Arab States)	Africa Arab States	Asia and the Pacific (excluding Western Asian Arab States)	Western Asian Arab States	Arab regional	Europe and NIS	Latin America and Caribbean	Global and Interregional	Total
UNIDO regular budget	1,839	64	116	17	0	222	271	770	3,299
UNDP/IPF, cash counterpart, TRAC <sup>a</sup>	2,152	419	2,154	473	0	1,107	52	0	6,357
UNDP-administered trust funds	189	0	960	0	0	(25)	0	318	1,442
Other trust funds	1,718	(603)	811	60	0	261	2,341	1,777	6,365
IDF	1,815	50	5,101	(28)	(17)	(138)	3,464	4,825	15,072
Montreal Protocol	1,953	1,048	11,011	2,605	0	2,217	5,298	365	24,497
UNDCP	(45)	(3)	(67)	(73)	0	(115)	162	149	8
Non-UNIDO funds	<u>0</u>	<u>0</u>	<u>82</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>82</u>
TOTAL	9,621	975	20,168	3,054	(17)	3,529	11,588	8,204	57,122
Total Africa	10,596								
Total Arab States	4,012								

<sup>a</sup> Includes UNIDO-implemented nationally executed projects.

**Table 4**  
**Expenditure on technical cooperation activities in 1997 and 1998, by source of funds and project component**

Source of funds	Project personnel						
	Number of experts' work-months <sup>a</sup>	\$000	Subcontracts \$000	Fellowships and training \$000	Equipment \$000	Miscellaneous expenses \$000	Total \$000
<b>1997</b>							
UNIDO regular budget	581.8	4,091	639	1,266	604	383	6,983
UNDP/IPF, cash counterpart, special measures, TRAC <sup>b</sup>	1,721.4	10,366	1,279	2,101	7,855	1,081	22,682
UNDP/SIS	(0.7)	(72)	(2)	(15)	13	(18)	(94)
UNDP-administered trust funds	121.7	604	283	167	216	68	1,338
Self-financed trust funds	1,059.2	3,272	479	292	1,253	268	5,564
Third party-financed trust funds	705.5	4,973	1,192	474	364	240	7,243
Other trust funds	154.4	698	41	300	64	113	1,216
IDF	2,052.9	12,133	2,407	1,898	2,943	1,196	20,577
Montreal Protocol	114.6	1,203	22,929	242	4,491	159	29,024
UNDCP	12.7	140	468	61	1,940	12	2,621
Non-UNIDO funds	8.3	71	41	(6)	0	2	108
<b>TOTAL</b>	<b>6,531.8</b>	<b>37,479</b>	<b>29,756</b>	<b>6,780</b>	<b>19,743</b>	<b>3,504</b>	<b>97,262</b>
<b>1998</b>							
UNIDO regular budget	202.2	861	84	408	211	59	1,623
UNDP/IPF, cash counterpart, special measures, TRAC <sup>b</sup>	1,583.4	7,602	1,258	1,920	2,480	562	13,822
UNDP/SIS	0.0	0	0	0	0	0	0
UNDP-administered trust funds	115.8	1,032	471	352	273	333	2,461
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	108.8	480	308	125	8	15	936
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
UNDCP	14.7	196	74	79	887	24	1,260
Non-UNIDO funds	0.0	10	18	0	0	5	33
<b>TOTAL</b>	<b>5,059.1</b>	<b>28,210</b>	<b>28,715</b>	<b>5,549</b>	<b>15,819</b>	<b>2,823</b>	<b>81,116</b>

<sup>a</sup> Categories are as follows:

	Work-months:
International experts and consultants	2,117.8
National experts	<u>2,941.3</u>
	5,059.1

<sup>b</sup> Includes UNIDO-implemented nationally executed projects.

**Table 5**  
**Expenditure on technical cooperation activities in 1998, by Division/programme component and geographical area**  
(In thousands of US dollars)

Division/programme component	Africa (excluding African Arab States)	African Arab States	Asia and the Pacific (excluding Western Asian Arab States)	Western Asian Arab States	Arab regional	Europe and NIS	Latin America and Caribbean	Global and Interregional	Total
Office of the Director-General	0	0	0	0	0	0	4	28	32
Investment Promotion and Institutional Capacity-building									
Office of the Managing Director									0
Investment and Technology Promotion	630	654	1,363	131	29	764	949	10,327	14,847
Industrial Policies and Research	371	0	463	16	59	65	65	12	1,051
Private Sector Development	2,360	9	2,014	316	0	1,220	976	957	7,852
Quality, Standardization and Metrology	1,505	168	652	153	10	216	23	143	2,870
Statistics and Information Networks	<u>307</u>	<u>67</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>654</u>	<u>15</u>	<u>1,093</u>
Subtotal	5,173	898	4,542	616	98	2,265	2,667	11,454	27,713
Sectoral Support and Environmental Sustainability									
Agro-Industries and Sectoral Support	2,245	295	2,125	282	0	15	715	(1)	5,676
Cleaner Production and Environmental Management	3,173	375	2,913	1,251	0	914	602	874	10,102
Industrial Energy-efficiency	1,339	3	1,956	143	0	390	50	276	4,157
Kyoto Protocol	81	186	625	0	0	124	153	30	1,199
Montreal Protocol	1,996	2,566	18,120	2,196	0	2,563	2,829	336	30,606
Subtotal	<u>8,834</u>	<u>3,425</u>	<u>25,739</u>	<u>3,872</u>	<u>0</u>	<u>4,006</u>	<u>4,349</u>	<u>1,515</u>	<u>51,740</u>
Other	161	(6)	22	29	0	701	388	336	1,631
TOTAL	14,168	4,317	30,303	4,517	98	6,972	7,408	13,333	81,116
Total Africa	18,485								
Total Arab States	8,932								

**Table 6**  
**Expenditure on technical cooperation activities, by geographical area, 1995 to 1998**

Area	1995	1996	1997	1998
Africa (excluding African Arab States)				
Country projects	12,345	14,413	15,772	9,479
Regional projects	<u>6,317</u>	<u>4,719</u>	<u>6,270</u>	<u>4,689</u>
Subtotal	18,662	19,132	22,042	14,168
African Arab States	14,236	14,279	8,508	4,317
Asia and the Pacific (excluding Western Asian Arab States)				
Country projects	19,189	21,009	26,553	27,676
Regional projects	3,578	3,821	2,832	2,627
Subtotal	<u>22,767</u>	<u>24,830</u>	<u>29,385</u>	<u>30,303</u>
Western Asian Arab States	5,814	3,966	6,462	4,517
Arab regional	972	457	176	98
Europe and NIS				
Country projects	6,204	8,924	7,498	5,992
Regional projects	<u>791</u>	<u>314</u>	<u>956</u>	<u>980</u>
Subtotal	6,995	9,238	8,454	6,972
Latin America and the Caribbean				
Country projects	7,526	5,419	6,397	6,496
Regional projects	<u>1,233</u>	<u>1,000</u>	<u>256</u>	<u>912</u>
Subtotal	8,759	6,419	6,653	7,408
Global and interregional projects	30,307	12,554	15,582	13,333
<b>TOTAL</b>	<b>108,512</b>	<b>90,875</b>	<b>97,262</b>	<b>81,116</b>

**Table 7**  
**Technical cooperation activities: project expenditure in 1998, by geographical area**  
(In thousands of US dollars)

	Africa (excluding African Arab States)		African Arab States		Asia and the Pacific (excluding Western Asian Arab States)		Western Asian Arab States		Arab regional		Europe and NIS		Latin America and Caribbean		Global and Interregional		Total	
		%		%		%		%		%		%		%		%		
A. By source of funds																		
UNIDO regular budget																		
RP	0	0.0	0	0.0	82	0.3	1	0.0	0	0.0	163	2.3	223	3.0	341	2.6	810	
IDDA	747	5.3	66	1.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	813	
UNDP/IPF, cash counterpart, special measures, TRAC <sup>a</sup>	4,277	30.2	339	7.9	5,376	17.7	1,271	28.1	10	10.2	2,051	29.4	498	6.7	0	0.0	13,822	
UNDP-administered trust funds	1,737	12.3	0	0.0	706	2.3	0	0.0	0	0.0	0	0.0	0	0.0	18	0.1	2,461	
Self-financed trust funds	267	1.9	179	4.1	109	0.4	3	0.1	0	0.0	3	0.0	2,099	28.3	0	0.0	2,660	
Third party-financed trust funds	1,207	8.5	474	11.0	863	2.8	20	0.4	0	0.0	586	8.4	69	0.9	4,620	34.7	7,839	
Other trust funds	288	2.0	9	0.2	127	0.4	0	0.0	0	0.0	45	0.6	35	0.5	432	3.2	936	
IDF	3,063	21.6	172	4.0	4,193	13.8	124	2.7	88	89.8	694	10.0	1,246	16.8	7,554	56.7	17,134	
Montreal Protocol	2,497	17.6	3,078	71.3	18,817	62.1	3,069	67.9	0	0.0	2,765	39.7	2,856	38.6	266	2.0	33,348	
UNDCP	85	0.6	0	0.0	15	0.0	29	0.6	0	0.0	665	9.5	382	5.2	84	0.6	1,260	
Non-UNIDO funds	0	0.0	0	0.0	15	0.0	0	0.0	0	0.0	0	0.0	0	0.0	18	0.1	33	
<b>TOTAL</b>	<b>14,168</b>		<b>4,317</b>		<b>30,303</b>		<b>4,517</b>		<b>98</b>		<b>6,972</b>		<b>7,408</b>		<b>13,333</b>		<b>81,116</b>	
Total Africa	18,485																	
Total Arab States	8,932																	
B. By project component																		
		%		%		%		%		%		%		%		%		
Project personnel	6,212	43.8	894	20.7	6,370	21.0	674	14.9	32	32.7	2,279	32.7	3,141	42.4	8,608	64.6	28,210	
Subcontracts	2,412	17.0	1,812	42.0	14,932	49.3	2,717	60.2	48	49.0	3,053	43.8	2,293	31.0	1,448	10.9	28,715	
Fellowships and training	1,401	9.9	246	5.7	1,871	6.2	189	4.2	7	7.1	268	3.8	422	5.7	1,145	8.6	5,549	
Equipment	3,361	23.7	1,290	29.9	6,588	21.7	843	18.7	0	0.0	1,241	17.8	1,185	16.0	1,311	9.8	15,819	
Miscellaneous	782	5.5	75	1.7	542	1.8	94	2.1	11	11.2	131	1.9	367	5.0	821	6.2	2,823	
<b>TOTAL</b>	<b>14,168</b>		<b>4,317</b>		<b>30,303</b>		<b>4,517</b>		<b>98</b>		<b>6,972</b>		<b>7,408</b>		<b>13,333</b>		<b>81,116</b>	

<sup>a</sup> Includes UNIDO-implemented nationally executed projects.



**Table 8**  
**Support services for policy and programme development and**  
**technical support services at the project level, 1997 and 1998**  
(In work-months provided by UNIDO staff)

	1997	1998
<b>Africa</b>		
Country <sup>a</sup>	69.8	44.8
Regional	0.5	0.8
Subtotal	70.3	45.6
<b>Arab States</b>		
Country	10.4	6.3
Regional	0.0	0.0
Country (African Arab States) <sup>b</sup>	-7.8	-5.3
Subtotal	2.6	1.0
<b>Asia and the Pacific</b>		
Country	49.6	45.3
Regional	0.0	2.0
Subtotal	49.6	47.3
<b>Europe and NIS</b>		
Country	5.1	6.5
Regional	0.0	1.4
Subtotal	5.1	7.9
<b>Latin America and the Caribbean</b>		
Country	9.2	9.1
Regional	1.6	0.0
Subtotal	10.8	9.1
<b>Global and interregional</b>	0.0	0.0
<b>TOTAL</b>	<b>138.4</b>	<b>110.9</b>

<sup>a</sup> Includes African Arab States.

<sup>b</sup> Figures deducted since already included under "Africa".

**Table 9**  
**Regular and operational budget expenditure by programme and object of expenditure in 1998**  
(In thousands of US dollars)

Programme	1	2	3	4	5	6
	Staff costs	Consultants	Meetings	Travel	Other	Total
<b>Expenditure</b>						
<b>A. POLICY-MAKING ORGANS</b>						
A.1 Meetings of Policy-making Organs	5.0	-	-	-	1,844.7	1,849.7
A.2 Secretariat of Policy-making Organs and Protocol	965.4	-	-	-	0.1	965.5
<b>Subtotal</b>	<b>970.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,844.8</b>	<b>2,815.2</b>
<b>B. GENERAL MANAGEMENT</b>						
B.1 Executive Direction and Management	1,821.9	67.5	55.5	136.1	407.9	2,488.9
B.2 Internal Audit	440.8	-	-	1.5	0.6	442.9
B.3 Legal Service	446.9	-	-	3.2	0.1	450.2
B.4 Policy Coordination and Strategic Planning	540.4	5.5	-	11.4	1.3	558.6
B.5 United Nations System Coordination and Liaison	515.0	-	-	22.9	445.4	983.3
B.6 Public Relations and Information	703.7	20.7	-	2.8	144.6	871.8
<b>Subtotal</b>	<b>4,468.7</b>	<b>93.7</b>	<b>55.5</b>	<b>177.9</b>	<b>999.9</b>	<b>5,795.7</b>
<b>C. STRENGTHENING OF INDUSTRIAL CAPACITIES</b>						
C.1 Industrial Investment, Technology and Information	5,966.7	0.3	-	45.0	538.1	6,550.1
C.2 Industrial Policies and Strategies	3,799.1	5.8	-	25.3	190.9	4,021.1
C.3 Institutional Capacity-building	3,880.8	5.9	-	28.6	64.4	3,979.7
C.4 Integrated Agro-industry Development	2,578.0	-	-	2.9	39.4	2,620.3
C.5 Other Sectoral Capacity-building	248.5	-	-	3.0	-	251.5
C.6 Regular Programme of Technical Cooperation	-	-	-	-	-	-
C.7 Direction and Management	540.3	-	-	28.1	573.6	1,142.0
<b>Subtotal</b>	<b>17,013.4</b>	<b>12.0</b>	<b>-</b>	<b>132.9</b>	<b>1,406.4</b>	<b>18,564.7</b>
<b>D. CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT</b>						
D.1 Cleaner Production	868.6	15.8	-	29.4	2.5	916.3
D.2 Applied Environmental Technologies	1,377.7	-	-	14.9	7.1	1,399.7
D.3 International Environmental Agreements	3,231.1	43.5	45.2	51.4	43.2	3,414.4
D.4 Regular Programme of Technical Cooperation	-	-	-	-	-	-
D.5 Direction and Management	471.1	-	-	15.0	109.4	595.5
<b>Subtotal</b>	<b>5,948.5</b>	<b>59.3</b>	<b>45.2</b>	<b>110.7</b>	<b>162.2</b>	<b>6,325.9</b>
<b>E. REGIONAL PROGRAMME MANAGEMENT</b>						
E.1 Africa	3,455.4	-	-	83.2	956.6	4,495.2
E.2 Arab Countries	1,476.1	-	-	21.1	228.6	1,725.8
E.3 Asia and the Pacific	1,838.6	-	-	39.1	245.8	2,123.5
E.4 Europe and NIS	803.5	-	-	7.9	31.2	842.6
E.5 Latin America and the Caribbean	1,785.2	-	-	48.4	372.1	2,205.7
E.6 Regular Programme of Technical Cooperation	-	-	-	-	-	-
E.7 Direction and Management	119.7	-	-	8.3	44.7	172.7
<b>Subtotal</b>	<b>9,478.5</b>	<b>-</b>	<b>-</b>	<b>208.0</b>	<b>1,879.0</b>	<b>11,565.5</b>

Table 9 (continued)

Programme	1	2	3	4	5	6
	Staff costs	Consultants	Meetings	Travel	Other	Total
<b>F. TECHNICAL COOPERATION MANAGEMENT</b>						
F.1 Funds Mobilization, Project Approvals and Programme Monitoring	741.4	-	-	8.6	-	750.0
F.2 Quality Assurance and Evaluation	866.1	-	-	2.7	3.1	871.9
F.3 Operational Support	3,416.1	-	-	-	8.8	3,424.9
F.4 Direction and Management	237.2	-	-	-	52.0	289.2
<b>Subtotal</b>	<b>5,260.8</b>	<b>-</b>	<b>-</b>	<b>11.3</b>	<b>63.9</b>	<b>5,336.0</b>
<b>G. ADMINISTRATION</b>						
G.1 Personnel Services	2,545.1	25.0	-	6.5	394.7	2,971.3
G.2 Financial Services	2,955.3	5.4	-	2.7	18.0	2,981.4
G.3 General Services	8,831.5	6.3	-	-	13,862.8	22,700.6
G.4 Direction and Management	566.1	5.0	-	-	165.1	736.2
<b>Subtotal</b>	<b>14,898.0</b>	<b>41.7</b>	<b>-</b>	<b>9.2</b>	<b>14,440.6</b>	<b>29,389.5</b>
<b>TOTAL expenditure</b>	<b>58,038.3</b>	<b>206.7</b>	<b>100.7</b>	<b>650.0</b>	<b>20,796.8</b>	<b>79,792.5</b>
<b>Income</b>						
<b>E. REGIONAL PROGRAMME MANAGEMENT</b>						
E.1 Africa	15.8	-	-	-	118.6	134.4
E.2 Arab Countries	-	-	-	-	26.3	26.3
E.3 Asia and the Pacific	-	-	-	-	49.9	49.9
E.4 Europe and NIS	-	-	-	-	46.5	46.5
E.5 Latin America and the Caribbean	-	-	-	-	60.2	60.2
E.6 Regular Programme of Technical Cooperation	-	-	-	-	-	-
E.7 Direction and Management	-	-	-	-	-	-
<b>Subtotal</b>	<b>15.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>301.5</b>	<b>317.3</b>
<b>G. ADMINISTRATION</b>						
G.1 Personnel Services	-	-	-	-	-	-
G.2 Financial Services	-	-	-	-	-	-
G.3 General Services	4,483.5	-	-	-	5,276.8	9,760.3
G.4 Direction and Management	-	-	-	-	-	-
<b>Subtotal</b>	<b>4,483.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,276.8</b>	<b>9,760.3</b>
Miscellaneous income	-	-	-	-	1,822.9	1,822.9
<b>TOTAL income</b>	<b>4,499.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,401.2</b>	<b>11,900.5</b>
<b>NET GRAND TOTAL</b>	<b>53,539.0</b>	<b>206.7</b>	<b>100.7</b>	<b>650.0</b>	<b>13,395.6</b>	<b>67,892.0</b>

## APPENDIX B

## INDUSTRIAL DEVELOPMENT FUND

**Table 1**  
**Pledges and receipts, 1998**  
(In US dollars)

Country/organization	Firm pledges for		Collections	
	1998	Future years	Against prior pledges	1998
<b>GENERAL-PURPOSE CONVERTIBLE</b>				
Austria	157,480	0	0	157,480
Bangladesh	2,420	0	2,420	0
India	100,000	0	0	100,000
Mauritius	4,500	0	0	4,500
Pakistan	15,351	0	0	15,351
Rwanda	4,000	0	0	4,000
Sri Lanka	3,333	0	3,333	3,333
Syrian Arab Republic	1,512	0	0	1,512
<b>Subtotal</b>	<b>288,596</b>	<b>0</b>	<b>5,753</b>	<b>286,176</b>
<b>SPECIAL-PURPOSE CONVERTIBLE</b>				
Australia	18,871	0	0	0
Austria	4,298,958	3,668,729	0	1,357,791
Bahrain	254,796	61,050	0	0
Belgium	1,071,470	693,909	0	0
China	427,326	87,590	0	250,000
Costa Rica	65,993	0	0	17,650
Czech Republic (Ministry of Foreign Affairs)	92,350	67,658	0	101,769
Czech Republic (Ministry of Trade and Industry)	2,044	678	0	0
Democratic People's Republic of Korea	(7,155)	0	0	0
Denmark	356,872	939,739	0	2,217,172
Finland	(1,769)	0	0	0
France (Ministry of Foreign Affairs)	1,133,508	73,273	0	763,192
France (Ministry of Agriculture)	721,508	1,251,775	0	0
Germany	5,445,117	1,848,243	0	2,983,885
Greece	865,072	499,975	0	548,980
Hungary	36,620	2,840	0	390,998
India	471,188	565,394	0	700,000

Table 1 (continued)

Country/organization	Firm pledges for		Collections	
	1998	Future years	Against prior pledges	1998
Ireland	60,000	0	0	0
Italy	2,781,640	3,199,164	0	4,368,694
Japan	4,377,872	1,297,374	0	2,617,677
Multi-donor project	(20,004)	1	0	0
Netherlands	2,097,207	2,601,897	0	1,821,585
New Zealand	18,763	0	0	0
Norway	319,027	263,855	0	19,848
Poland	142,515	141,741	0	131,667
Portugal (Institute for Portuguese Cooperation)	379,500	93,500	0	0
Republic of Korea	122,785	107,126	0	283,540
Romania	0	0	0	1,033
Saudi Arabia	237,875	227,559	0	0
Slovakia	3,759	0	0	0
Switzerland	2,958,606	8,601,522	0	1,934,995
Thailand	12,882	0	0	0
Organizations				
Agence de coopération culturelle et technique (ACCT), Paris	908	0	0	0
Agence Wallonne à l'Exportation, Brussels	263,527	0	0	194,701
Common Fund for Commodities	1,387,413	1,576,803	0	150,000
Corporación Andina de Fomento (CAF)	0	0	0	(31,865)
Kuwait Institute for Higher Technical Training and Research	0	0	0	26,165
Montreal Protocol	54,677,762	42,067,761	0	27,000,000
<b>Subtotal</b>	<b>85,074,806</b>	<b>69,939,156</b>	<b>0</b>	<b>47,849,477</b>

Table 1 (continued)

Country/organization	Firm pledges for		Collections	
	1998	Future years	Against prior pledges	1998
<b>NON-CONVERTIBLE</b>				
China	18,171	0	0	0
Cuba	0	0	0	21,000
Czech Republic (Ministry of Foreign Affairs)	210,009	0	0	248,635
Hungary	21,216	70,857	0	345,310
India	339,002	254,850	0	201,609
Pakistan	0	0	0	(15,351)
Poland	410,672	391,004	0	360,380
Romania	0	0	0	1,145
Slovakia	0	0	0	855
Turkey	(16,016)	0	0	0
<b>Subtotal</b>	<b>983,054</b>	<b>716,711</b>	<b>0</b>	<b>1,163,583</b>
<b>Total</b>	<b>86,346,456</b>	<b>70,655,867</b>	<b>5,753</b>	<b>49,299,236</b>

Notes: The UNIDF/IDF statement of pledges and receipts as at 31 December 1998 is included in the interim financial performance report (IDB.21/9-PBC.15/9).

Negative amounts denote repayments to donors.

Table 2

Net approvals in 1998 of projects financed under IDF,  
excluding Montreal Protocol

Region	US dollars	Percentage
Africa (excluding Arab States)	1,814,912	12.0
Arab States	5,302	0.0
Africa	49,873	0.3
West Asia	(27,767)	(0.2)
Regional	(16,804)	(0.1)
Asia and Pacific	5,101,454	33.8
Europe and NIS	(137,797)	(0.9)
Latin America and Caribbean	3,464,074	23.0
Global and interregional	4,824,502	32.0
<b>TOTAL</b>	<b>15,072,447</b>	<b>100.0</b>

Table 2 (a)

General-purpose convertible projects

Region	US dollars	Percentage
Africa (excluding Arab States)	(9,318)	(18.8)
Arab States	(1,127)	(2.3)
Africa	(1,127)	(2.3)
West Asia	0	0.0
Regional	0	0.0
Asia and Pacific	(6,131)	(12.4)
Europe and NIS	27,591	55.7
Latin America and Caribbean	44,167	89.1
Global and interregional	(5,614)	(11.3)
<b>TOTAL</b>	<b>49,568</b>	<b>100.0</b>

Table 2 (b)

## Special-purpose convertible projects

Region	US dollars	Percentage
Africa (excluding Arab States)	1,833,381	12.7
Arab States	6,429	0.0
Africa	51,000	0.4
West Asia	(27,767)	(0.2)
Regional	(16,804)	(0.1)
Asia and Pacific	4,988,857	34.7
Europe and NIS	(213,096)	(1.5)
Latin America and Caribbean	3,419,907	23.8
Global and interregional	4,350,172	30.2
<b>TOTAL</b>	<b>14,385,650</b>	<b>100.0</b>

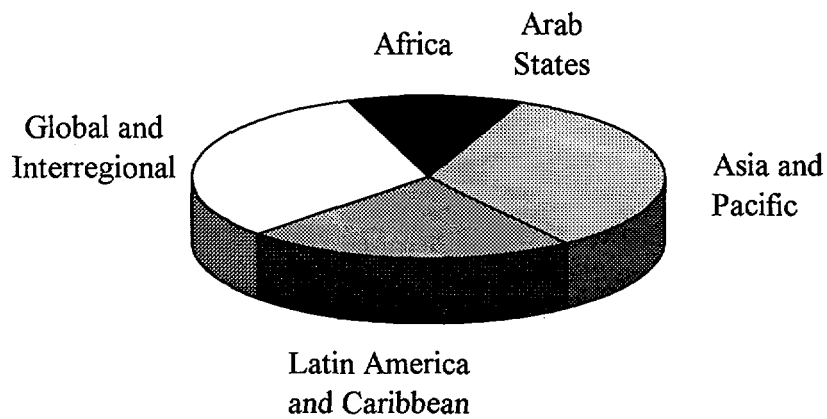
Table 2 (c)

## Special-purpose and general-purpose non-convertible projects

Region	US dollars	Percentage
Africa (excluding Arab States)	(9,151)	(1.4)
Arab States	0	0.0
Africa	0	0.0
West Asia	0	0.0
Regional	0	0.0
Asia and Pacific	118,728	18.6
Europe and NIS	47,708	7.5
Latin America and Caribbean	0	0.0
Global and interregional	479,944	75.3
<b>TOTAL</b>	<b>637,229</b>	<b>100.0</b>



**INDUSTRIAL DEVELOPMENT FUND  
NET APPROVALS BY REGION IN 1998**  
(excluding programme support costs)



Region	US\$	Percentage
Africa	1,814,912	12.0
Arab States	5,302	0.0
Asia and Pacific	5,101,454	33.8
Europe and NIS	(137,797)	(0.9)
Latin America and Caribbean	3,464,074	23.0
Global and Interregional	4,824,502	32.0
<b>TOTAL</b>	<b>15,072,447</b>	<b>100.0</b>

## APPENDIX C

## TRUST FUND APPROVALS

Table 1

## Third party-financed and other trust funds

Donor	Project No.	Amount approved <sup>a</sup> (excluding overheads) (US\$)
<b>Governmental funds</b>		
Austria	TF/GLO/97/002	104,736
Brazil	TF/GLO/96/013	119,258
Czech Republic	TF/CRO/97/001	69,961
	TF/UKR/97/001	77,151
	<b>Subtotal</b>	147,112
European Union	EU/CEH/96/001	104,116
France	TF/RAF/98/002	169,794
Italy	TF/EGY/96/001	619,725
Japan (Umbrella programme \$1,200,000)	TF/GLO/97/100	1
	TF/MOZ/96/002	358,850
	TF/VIE/96/E10	306,000
	TF/ZIM/97/A10	309,734
	<b>Subtotal</b>	974,585
Norway	TF/MOZ/94/001	116,738
Republic of Korea	TF/GLO/93/011	30,000
	TF/SEY/89/809	23,275
	<b>Subtotal</b>	53,275
Russian Federation	TF/GLO/96/002	45,377
	TF/GLO/98/002	158,541
	<b>Subtotal</b>	203,918
Sweden	TF/MOZ/94/OA1	57,149
	TF/VIE/95/A58	138,651
	TF/VIE/97/001	49,655
	<b>Subtotal</b>	245,455
	Minor revisions/project closures	(229,736)
	<b>TOTAL</b>	2,628,976

Table 1 (continued)

Donor	Project No.	Amount approved <sup>a</sup> (excluding overheads) (US\$)
<b>Multilateral funds</b>		
Common Fund for Commodities	FC/INT/97/021	676,083
<b>Co-financing activities for Investment Promotion Service offices</b>		
Global project for co-financing contributions	IP/GLO/98/FF1	29,621
	Minor revisions/project closures	(128,028)
	<b>TOTAL</b>	<b>(98,407)</b>
<b>Associate Expert programme and JPO travel funds<sup>b</sup></b>		
Austria		213,881
Belgium		45,361
Denmark		75,177
France		42,574
Germany		134,614
Italy		239,684
Japan		18,877
Netherlands		363,517
Russian Federation		17,104
	Minor revisions/project closures	(7,915)
	<b>TOTAL</b>	<b>1,142,874</b>
<b>Non-governmental funds</b>		
Austrian Institute for Economic Research	TF/RER/98/001	14,590
INFOCON, Germany	TF/DRK/97/001	97,340
NIMTECH, United Kingdom	TF/GLO/96/014	15,377
Proctor and Gamble Far East Inc., Japan	TF/RAS/97/A26	17,700
Unilever Research, United Kingdom	TF/RAS/97/026	17,700
International Fund for Agricultural Development	TF/RAF/95/012	92,473
	<b>TOTAL</b>	<b>255,180</b>
<b>Other<sup>c</sup></b>		<b>474,757</b>
<b>GRAND TOTAL (governmental and non-governmental funds)</b>		<b>5,079,463</b>

<sup>a</sup> Net approval figures: new projects approved plus changes/revisions to existing projects.

<sup>b</sup> Relates to budget for local travel of JPOs at duty station received via UNDP, New York.

<sup>c</sup> Includes UNDCP, COMFAR funds and UNIDO-implemented projects funded by other United Nations agencies.

Table 2

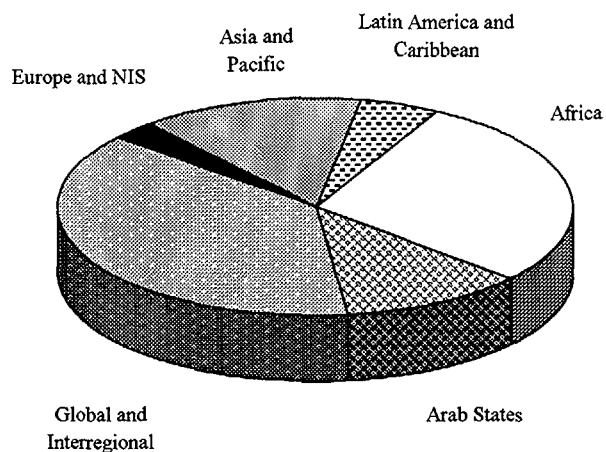
Self-financed trust funds<sup>a</sup>

Donor	Project No.	Amount approved <sup>b</sup> (excluding overheads) (US\$)
<b>Governmental funds</b>		
Argentina	SF/ARG/96/001	327,233
	SF/ARG/96/002	92,144
	SF/ARG/97/001	543,013
	<b>Subtotal</b>	962,390
Brazil	SF/BRA/97/001	351,105
Colombia	SF/COL/95/001	51,920
	SF/COL/95/0A1	338,607
	SF/COL/96/002	78,691
	<b>Subtotal</b>	469,218
China	SF/CPR/97/001	58,655
Côte d'Ivoire	SF/IVC/98/001	32,000
Thailand	SF/RAS/98/006	93,650
World Bank	BR/SUR/96/001	45,003
	SF/MAR/96/001	44,248
	<b>Subtotal</b>	89,251
	Minor revisions/project closures	(4,795)
	<b>TOTAL</b>	2,051,474
<b>Non-governmental funds</b>		
Centro de Investigaciones Textiles (CIT)	SF/ARG/90/001	157,207
National Industrial Training Service (SENAI/CETIQT)	SF/BRA/96/001	263,047
Regional African Satellite Communications Organization	SF/RAF/98/003	168,000
Saudi Consulting House	SF/SAU/96/001	61,589
El Fatayeh Cement Factory, Derna	SF/LIB/86/001	Project closure (136,617)
Libyan Cement Company, Benghazi	SF/LIB/88/006	Project closure (86,378)
General Pipe Company, Libya	SF/LIB/84/004	Project closure (1,036,569)
	Minor revisions/project closures	(66,191)
	<b>TOTAL</b>	(675,912)
<b>GRAND TOTAL</b> (governmental and non-governmental funds)		1,375,562

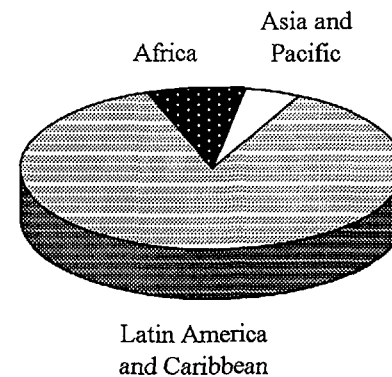
<sup>a</sup> Includes projects financed from World Bank loans.<sup>b</sup> Net approval figures: new projects approved plus changes/revisions to existing projects.

TRUST FUNDS: NET APPROVALS BY REGION (excluding overheads) in 1998

**Figure 1: Third party-financed and other trust funds a/**



**Figure 2: Self-financed trust funds**



Region	US\$	Percentage	Region	US\$	Percentage
Africa	1,459,562	28.7	Africa	213,257	15.5
Arab States	593,709	11.7	Arab States	(1,212,452)	(88.1)
Asia and Pacific	707,340	13.9	Asia and Pacific	119,223	8.7
Europe and NIS	145,576	2.9	Europe and NIS	(111)	(0.0)
Latin America and Caribbean	247,218	4.9	Latin America and Caribbean	2,255,645	164.0
Global and interregional	1,926,058	37.9	Global and interregional	0	0.0
<b>TOTAL b/</b>	<b>5,079,463</b>	<b>100.0</b>	<b>TOTAL c/</b>	<b>1,375,562</b>	<b>100.0</b>

a/ Other trust funds include UNDCP, COMFAR funds and UNIDO-implemented projects funded by other United Nations agencies.

b/ Includes Associate Expert programme/JPO travel funds (\$1,142,874).

c/ Includes projects financed from World Bank loans.

**Table 1**  
**Delivery, by country and source of funds, 1998<sup>a</sup>**  
(In US dollars)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
<b>Africa</b>							
Angola	0	0	0	67,079	0	0	67,079
Benin	0	126,112	0	0	74,077	0	200,189
Burkina Faso	5,738	0	0	184,246	80,770	0	270,754
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	281,196	0	0	0	0	281,196
Comoros	0	0	0	0	0	0	0
Democratic Republic of the Congo	0	106,859	0	0	0	0	106,859
Equatorial Guinea	0	0	0	0	0	0	0
Eritrea	30,066	0	0	0	0	0	30,066
Ethiopia	0	7,815	0	8,516	0	0	16,331
Gambia	25,639	43,773	0	0	57,022	0	126,434
Guinea	0	683,308	0	0	65,255	0	748,563
Guinea-Bissau	0	0	0	0	0	0	0
Lesotho	0	361,732	41,653	0	0	0	403,385
Liberia	0	0	0	0	0	0	0
Madagascar	0	476,410	81,542	478	0	0	558,430
Malawi	170,679	4,073	52,343	0	0	0	227,095
Mali	0	135,411	0	312,243	0	0	447,654
Mauritania	0	12,837	0	0	0	0	12,837
Mozambique	0	0	274,131	-745	375,815	0	649,201
Niger	0	0	0	0	0	0	0

TECHNICAL ASSISTANCE TO THE LEAST DEVELOPED COUNTRIES

APPENDIX D

Appendix D

Table 1 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b/</sup>	Montreal Protocol	Other sources <sup>c/</sup>	Total
Rwanda	0	0	0	0	0	0	0
Sao Tome and Principe	0	-734	0	0	0	0	-734
Sierra Leone	0	0	0	0	0	0	0
Togo	0	0	0	0	0	0	0
Uganda	0	986,801	0	317,140	0	0	1,303,941
United Republic of Tanzania	0	19,787	101,099	266,949	222,718	0	610,553
Zambia	0	-21,624	0	0	0	0	-21,624
<b>Subtotal</b>	<b>232,122</b>	<b>3,223,756</b>	<b>550,768</b>	<b>1,155,906</b>	<b>875,657</b>	<b>0</b>	<b>6,038,209</b>
<b>Latin America and the Caribbean</b>							
Haiti	0	-8,200	19,816	0	0	0	11,616
<b>Subtotal</b>	<b>0</b>	<b>-8,200</b>	<b>19,816</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,616</b>
<b>Arab States</b>							
Djibouti	0	0	0	0	0	0	0
Somalia	0	0	0	0	0	0	0
Sudan	66,504	4,736	9,331	0	65,807	0	146,378
Yemen	0	339,237	0	0	0	0	339,237
<b>Subtotal</b>	<b>66,504</b>	<b>343,973</b>	<b>9,331</b>	<b>0</b>	<b>65,807</b>	<b>0</b>	<b>485,615</b>
<b>Asia and the Pacific</b>							
Afghanistan	0	0	0	0	0	15,180	15,180
Bangladesh	0	0	0	0	0	0	0

Table 1 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b/</sup>	Montreal Protocol	Other sources <sup>c/</sup>	Total
Bhutan	0	0	0	0	0	0	0
Cambodia	0	0	0	0	0	0	0
Kiribati	0	215,865	0	0	0	0	215,865
Lao People's Democratic Republic	0	0	0	8,881	0	6,332	15,213
Maldives	0	0	0	0	0	0	0
Myanmar	0	0	0	0	0	0	0
Nepal	0	21,938	0	11,338	0	0	33,276
Samoa	0	0	0	0	0	0	0
Solomon Islands	0	238,759	100,664	0	0	0	339,423
Tuvalu	0	0	0	0	0	0	0
Vanuatu	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>476,562</b>	<b>100,664</b>	<b>20,219</b>	<b>0</b>	<b>21,512</b>	<b>618,957</b>
<b>TOTAL</b>	<b>298,626</b>	<b>4,036,091</b>	<b>680,579</b>	<b>1,176,125</b>	<b>941,464</b>	<b>21,512</b>	<b>7,154,397</b>

<sup>a</sup> 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.

<sup>b</sup> Excluding 13 per cent overhead costs.

<sup>c</sup> 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, 1998<sup>a</sup>**  
(In US dollars)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
<b>Africa</b>							
Angola	0	0	0	0	0	0	0
Benin	0	0	0	0	0	0	0
Burkina Faso	500,000	0	0	570,860	0	0	1,070,860
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	363,961	0	0	0	0	363,961
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	71,000	0	0	0	0	0	71,000
Ethiopia	0	0	0	53,097	0	0	53,097
Gambia	25,639	0	0	0	0	0	25,639
Guinea	0	0	0	0	0	0	0
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	682,103	0	0	0	0	682,103
Malawi	288,000	0	0	0	0	0	288,000
Mali	0	0	0	0	0	0	0
Mauritania	0	312,000	0	0	0	0	312,000
Mozambique	0	0	479,532	444,400	0	0	923,932
Niger	0	0	0	0	0	0	0

Table 2 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
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	0	0	0	0	0	0
United Republic of Tanzania	0	0	0	0	0	0	0
Zambia	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>884,639</b>	<b>1,358,064</b>	<b>479,532</b>	<b>1,079,757</b>	<b>0</b>	<b>0</b>	<b>3,790,592</b>
<b>Latin America and the Caribbean</b>							
Haiti	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Arab States</b>							
Djibouti	0	0	0	0	0	0	0
Somalia	0	0	0	0	0	0	0
Sudan	64,000	0	0	0	30,000	0	94,000
Yemen	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>64,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>94,000</b>
<b>Asia and the Pacific</b>							
Afghanistan	0	0	0	0	0	82,500	82,500
Bangladesh	0	0	0	0	0	0	0
Bhutan	0	0	0	0	0	0	0

Table 2 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
Cambodia	0	0	0	0	0	0	0
Kiribati	0	0	0	0	0	0	0
Lao People's Democratic Republic	0	0	0	11,400	0	60,000	71,400
Maldives	0	0	0	0	0	0	0
Myanmar	0	0	0	0	0	0	0
Nepal	0	0	0	0	0	0	0
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
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,400</b>	<b>0</b>	<b>142,500</b>	<b>153,900</b>
<b>TOTAL</b>	<b>948,639</b>	<b>1,358,064</b>	<b>479,532</b>	<b>1,079,757</b>	<b>30,000</b>	<b>142,500</b>	<b>4,038,492</b>

<sup>a</sup> 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.

<sup>b</sup> Excluding 13 per cent overhead costs.

<sup>c</sup> 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, 1998<sup>a</sup>**  
(In US dollars)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
<b>Africa</b>							
Angola	0	0	0	0	0	0	0
Benin	0	-149,683	0	0	0	0	-149,683
Burkina Faso	500,000	0	0	760,860	0	0	1,260,860
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	324,521	0	0	0	0	324,521
Comoros	0	0	0	0	0	0	0
Democratic Republic of the Congo	0	55,625	0	0	0	0	55,625
Equatorial Guinea	0	0	0	0	0	0	0
Eritrea	71,000	0	0	0	0	0	71,000
Ethiopia	0	0	0	46,482	0	0	46,482
Gambia	25,639	0	0	0	0	0	25,639
Guinea	0	641,774	0	0	0	0	641,774
Guinea-Bissau	0	0	0	0	0	0	0
Lesotho	0	0	0	0	0	-7,874	-7,874
Liberia	0	0	0	0	0	0	0
Madagascar	0	789,150	0	-4,396	0	-700	784,054
Malawi	288,000	0	0	0	0	0	288,000
Mali	0	48,807	0	332,531	0	0	381,338
Mauritania	0	312,000	0	0	0	0	312,000

Table 3 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
Mozambique	0	0	653,419	444,398	0	0	1,097,817
Niger	0	0	0	0	0	0	0
Rwanda	0	0	0	0	0	0	0
Sao Tome and Principe	0	-4,085	0	0	0	0	-4,085
Sierra Leone	0	0	0	0	0	0	0
Togo	0	0	0	0	0	0	0
Uganda	0	192,198	0	-20,988	0	0	171,210
United Republic of Tanzania	0	0	0	-17,784	-2,796	0	-20,580
Zambia	0	0	0	0	-5,746	0	-5,746
<b>Subtotal</b>	<b>884,639</b>	<b>2,210,307</b>	<b>653,419</b>	<b>1,541,103</b>	<b>-8,542</b>	<b>-8,574</b>	<b>5,272,352</b>
<b>Latin America and the Caribbean</b>							
Haiti	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Arb States</b>							
Djibouti	0	3,977	0	0	0	0	3,977
Somalia	0	-21,397	0	0	0	0	-21,397
Sudan	64,000	0	0	0	14,487	0	78,487
Yemen	0	30,664	0	0	0	0	30,664
<b>Subtotal</b>	<b>64,000</b>	<b>13,244</b>	<b>0</b>	<b>0</b>	<b>14,487</b>	<b>0</b>	<b>91,731</b>

Table 3 (continued)

Region/country	Regular budget	UNDP/IPF	Trust funds	IDF <sup>b</sup>	Montreal Protocol	Other sources <sup>c</sup>	Total
<b>Asia and the Pacific</b>							
Afghanistan	0	0	0	0	0	82,500	82,500
Bangladesh	0	-2,834	0	0	0	0	-2,834
Bhutan	0	0	0	0	0	0	0
Cambodia	0	0	0	0	0	0	0
Kiribati	0	60,000	0	0	0	0	60,000
Lao People's Democratic Republic	0	-20,600	0	5,652	0	0	-14,948
Maldives	0	0	0	0	0	0	0
Myanmar	0	0	-16,424	0	0	0	-16,424
Nepal	0	-258,043	0	0	0	0	-258,043
Samoa	0	0	0	0	0	0	0
Solomon Islands	0	46,883	0	0	0	0	46,883
Tuvalu	0	0	0	0	0	0	0
Vanuatu	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>-174,594</b>	<b>-16,424</b>	<b>5,652</b>	<b>0</b>	<b>82,500</b>	<b>-102,866</b>
<b>TOTAL</b>	<b>948,639</b>	<b>2,048,957</b>	<b>636,995</b>	<b>1,546,755</b>	<b>5,945</b>	<b>73,926</b>	<b>5,261,217</b>

<sup>a</sup> 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.

<sup>b</sup> Excluding 13 per cent overhead costs.

<sup>c</sup> Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency.

## APPENDIX E

EXPERT GROUP MEETINGS, SYMPOSIA, SEMINARS, WORKSHOPS, COURSES AND OTHER MEETINGS OF A NON-TRAINING CHARACTER HELD DURING 1998<sup>a</sup>

Date		Place
26-30 January	Gulf of Guinea large marine ecosystem project: regional symposium	Abidjan Côte d'Ivoire
23-27 February	Gulf of Guinea large marine ecosystem project: physical oceanographic processes in the Gulf of Guinea	Abidjan Côte d'Ivoire
4-6 March	Workshop on cleaner industrial production	Bursa Turkey
9-13 March	Objectives-oriented project planning workshop on development of women's entrepreneurship in food and textile industries	Abidjan Côte d'Ivoire
24-27 March	Objectives-oriented project planning workshop on high impact programme on women's entrepreneurship development	Harare Zimbabwe
6-8 April	Participatory planning workshop on development of metal-working industries	Kampala Uganda
17 April	Workshop on manufacturing, investment and employment	Port of Spain Trinidad and Tobago
20-24 April	Gulf of Guinea large marine ecosystem project: third regional workshop on mangroves	Lagos Nigeria
5-8 May	Workshop on women and enterprises	Sinaia Romania
11-14 May	Workshop on cleaner production for MERCOSUR countries	Porto Alegre Brazil
14 May	Conference on coordinated support to small and medium enterprises	Hanoi Viet Nam
18-19 May	Industrial Development Board, nineteenth session	Vienna Austria
18-23 May	Gulf of Guinea large marine ecosystem project: workshop on nutrients	Lagos Nigeria
23-24 May	International symposium on privatization, restructuring and BOT projects	Istanbul Turkey
26-29 May	Investors' Forum for Guinea	Conakry Guinea
27-30 May	Investment forum for Primorsky territory: Business cooperation in the Russian far east through foreign investment	Vladivostok Russian Federation
15-18 June	Regional investors forum for Southern Africa	Maputo Mozambique
11 June	Seminar on investment and technology partnerships	Ljubljana Slovenia

Date		Place
12 June	Seminar on investment and technology partnerships	Maribor Slovenia
17 June	Upgrading large enterprises through externalization of annex activities and development of SMEs	Algiers Algeria
22 June	Expert group meeting on small and medium enterprise cooperation in an expanding European Union	Vienna Austria
22 -25 June	Eighth conference for the industrial development of the Arab countries	Damascus Syrian Arab Republic
27-29 July	Workshop on procedures for the pre-peer evaluation of accreditation bodies related to ISO 9000	Vienna Austria
10-12 August	Expert group meeting on international quality and environmental standards: non-tariff barriers to trade	Manila Philippines
17-19 August	Second workshop on the preparation of industrial development policy and strategies for Southern African Development Community countries	Windhoek Namibia
20 August	Business Cooperation Day	Hanoi Viet Nam
9-10 September	Programme and Budget Committee, fourteenth session	Vienna Austria
9-11 September	Fourth international sea products buyers and sellers meeting	Agadir Morocco
10-11 September	Working session on ownership in development cooperation	Vienna Austria
21-23 September	China Tumen River Area: International investment and business forum	Hunchun Jilin Province China
21-23 September	Participatory planning workshop on development of the textile industry	Kampala Uganda
24-25 September	Seminar on investment opportunities in privately financed small- and medium-sized infrastructure projects in emerging economies	Geneva Switzerland
24-26 September	Rajin-Sonbong zone investment discussion	Rajin Democratic Republic of Korea
1-2 October	Expert group meeting on the clean development mechanism and sustainable industrial development: new partnerships for industry in developing countries	Vienna Austria
5-7 October	Expert group meeting on international quality and environmental standards: non-tariff barriers to trade	Sao Paulo Brazil
13-14 October	National workshop on the integrated programme for an increased participation of women in the manufacturing sector	Brasilia Brazil

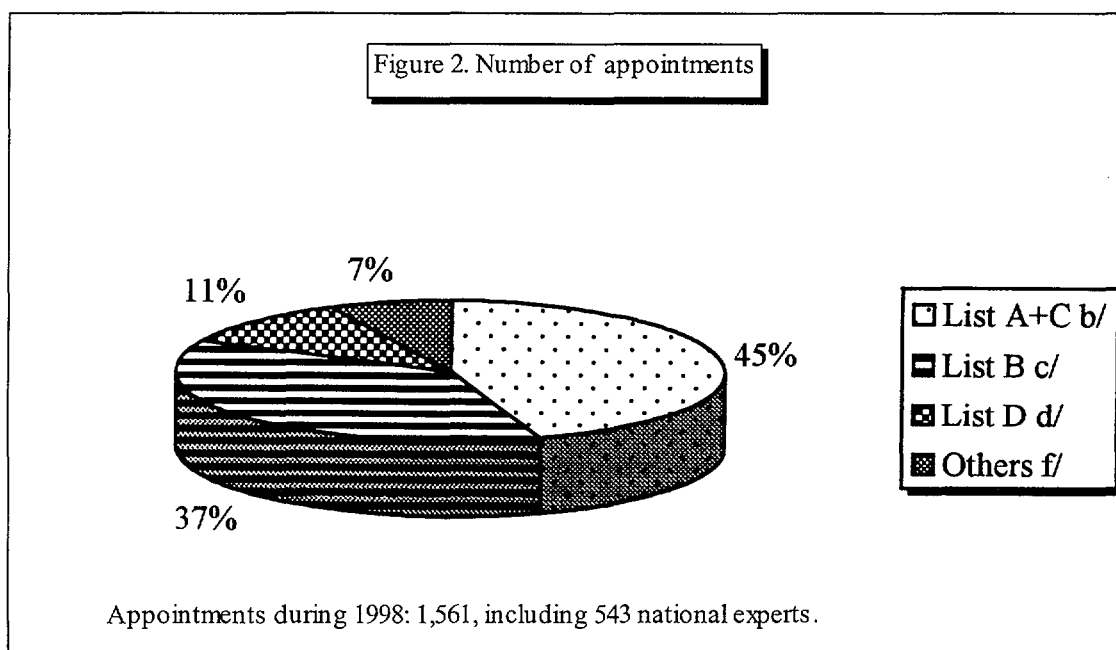
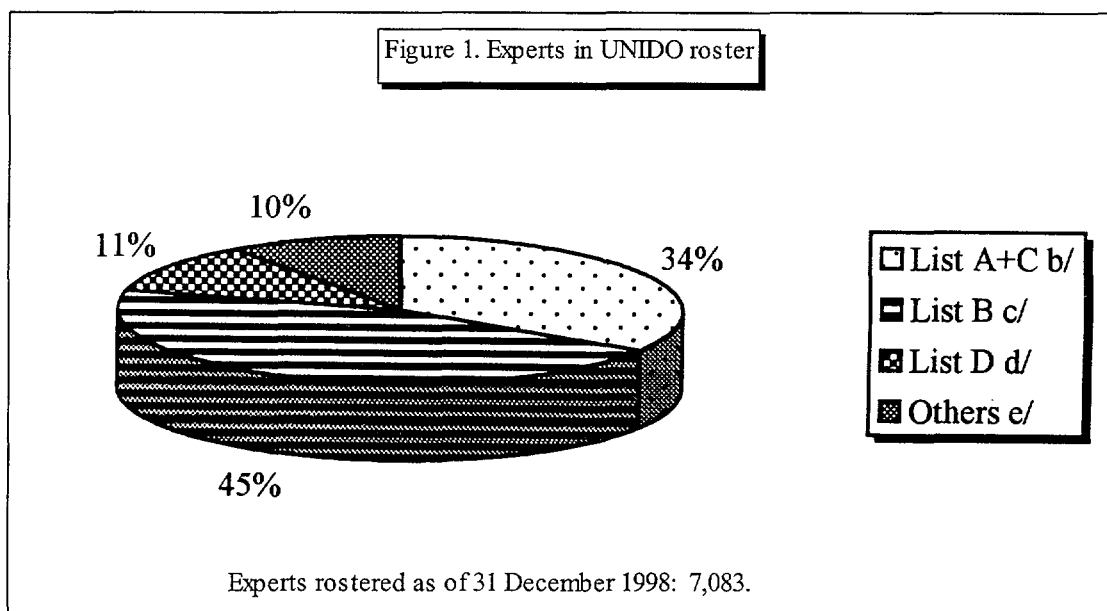


Date		Place
16 October	National workshop on the integrated programme for an increased participation of women in the manufacturing sector	Buenos Aires Argentina
20 October	MERCOSUR subregional workshop on the programme for an increased participation of women in the manufacturing sector	Buenos Aires Argentina
20-24 October	Seminar on investment promotion	Ashgabat Turkmenistan
26-29 October	Workshop on small hydro power	Hangzhou China
5-6 November	National seminar on evolution of cluster development	Mysore India
19-20 November	Industrial Development Board, twentieth session	Vienna Austria
20 November	Presentation (workshop update): manufacturing investment and employment	Port of Spain Trinidad and Tobago
25-27 November	International workshop on cooperation for reducing transregional pollution of the Caspian waters from industrial sources	Vienna Austria
25-27 November	Regional seminar on UNIDO/COMESA industrial information networking system	Lusaka Zambia
30 November - 2 December	Experience-sharing workshop between Egyptian and Italian banks on financial instruments to support SME development	Bologna Italy
2-4 December	Biotechnology Forum	Vienna Austria
7-9 December	Participatory planning workshop on local ownership of the cleaner production programme	Rabat Morocco
8-10 December	Forum on entrepreneurship and enterprise development	Istanbul Turkey
10 December	Awareness-raising seminar for leading decision-makers on the impact of industry on the Uruguay Round agreements	Dar-es-Salaam United Republic of Tanzania
14-15 December	Workshop on efficient electric power technologies for Central and Eastern European and Commonwealth of Independent States countries	Vienna Austria

<sup>a</sup> Includes meetings sponsored jointly with other organizations.

## APPENDIX F

## GEOGRAPHICAL DISTRIBUTION OF EXPERTS

Distribution of experts by groups of countries *a/*

*a/* As of 31 December 1998.

*b/* States in Lists A and C of Annex I to the UNIDO Constitution plus Albania, Cyprus, Greece, Portugal, Romania and Turkey.

*c/* States in List B of Annex I to the UNIDO Constitution, excluding Cyprus, Greece, 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 129 candidates from Australia, 166 from Canada and 399 from the United States of America.

*f/* Includes 15 appointments of experts from Australia, 24 from Canada and 72 from the United States of America.

## Appointment of experts, 1998

Country/area/territory	Number of appointments	Country/area/territory	Number of appointments
United Kingdom	104	Chad	9
Italy	92	Ireland	9
France	79	Nigeria	9
India	75	Cameroon	8
United States of America	72	Denmark	8
Austria	60	Sri Lanka	8
Viet Nam	47	Zambia	8
Germany	43	Ecuador	7
Spain	43	Ethiopia	7
Japan	40	Indonesia	7
Brazil	37	Malaysia	7
Netherlands	35	Mauritius	7
Czech Republic	33	Morocco	7
United Republic of Tanzania	33	Norway	7
Belgium	29	Sudan	7
China	29	Turkey	7
Algeria	25	Egypt	6
Canada	24	Ghana	6
Kenya	21	Honduras	6
Hungary	20	Lebanon	6
Colombia	19	Madagascar	6
Tunisia	19	Pakistan	6
Bosnia and Herzegovina	18	Thailand	6
Poland	18	Armenia	5
Argentina	17	Burkina Faso	5
Iran, Islamic Republic of	17	Finland	5
Russian Federation	17	Nicaragua	5
Belarus	16	Republic of Korea	5
Mali	16	Trinidad and Tobago	5
Australia	15	Bulgaria	4
Sweden	15	Côte d'Ivoire	4
Mexico	14	Croatia	4
Chile	13	Cuba	4
Romania	13	Guatemala	4
Slovakia	13	Haiti	4
Guinea	12	Senegal	4
Slovenia	12	Albania	3
Switzerland	12	Benin	3
Zimbabwe	12	El Salvador	3
Syrian Arab Republic	11	Israel	3
Greece	10	Jamaica	3
Nepal	10	Jordan	3
Philippines	10	New Zealand	3
Uganda	10	The former Yugoslav Republic of Macedonia	3

Country/area/territory	Number of appointments	Country/area/territory	Number of appointments
Ukraine	3	Kazakhstan	1
Yemen	3	Lao People's Democratic Republic	1
Central African Republic	2	Lithuania	1
Democratic People's Republic of Korea	2	Malawi	1
Mozambique	2	Malta	1
Peru	2	Mauritania	1
Suriname	2	Portugal	1
Uruguay	2	Seychelles	1
Bolivia	1	Sierra Leone	1
Comoros	1	Solomon Islands	1
Costa Rica	1	South Africa	1
Cyprus	1		
Democratic Republic of the Congo	1	Total	1,561
Fiji	1	(113 countries/areas/territories)	

APPENDIX G

TRAINING ACTIVITIES

**Table 1**  
**In-plant group training programmes in 1998<sup>a</sup>**

Field of study	Type of programme			Host country/ territory	Number of participants of which		
	National	Regional	Inter- regional		All developing countries <sup>b</sup>	LDCs	Female
Common tannery effluent treatment plant operation (3 programmes)	X			India	58		6
Tannery laboratory operation and management	X			India	20		4
Tannery effluent treatment plant operation		X		India	1	1	
First aid safety training for common effluent treatment plant (2 programmes)	X			India	60		5
Chrome recovery and reuse operation and maintenance		X		India	2		
Technology management		X		Japan	7		2
Management consultancy skills development	X			Sri Lanka	22		
Training of trainers, COMFAR	X			Sri Lanka	8		
Industrial project preparation, appraisal and use of COMFAR	X			Sri Lanka	50		
Management consulting methodology	X			Sri Lanka	50		
Training workshop on application of COMFAR III Mini-expert for investment project appraisal	X			Turkey	22		6

<sup>a</sup> Not including training activities organized within the framework of UNIDO-executed field projects.

<sup>b</sup> Including participants from NIS.

<sup>c</sup> Including participants from African Arab States.

**Table 2**  
**Other group training programmes in 1998<sup>a</sup>**

Field of study	Type of programme			Number of participants of which				
	National	Regional	Inter-regional	Host country/ territory	All developing countries <sup>b</sup>	LDCs	Female	African participants <sup>c</sup>
Economic evaluation of investment projects	X			Algeria	30		5	30
Joint venture negotiation	X			Algeria	40		7	40
Laser sources and applications in industry		X		Argentina	46			
Methodologies, applications and economies of combinatorial chemistry and combinatorial technologies		X		Argentina	35			
Computer-based management assistance systems	X			Austria	3			
COMFAR III Expert—Basic (2 workshops)			X	Austria	26	2	10	3
COMFAR III Expert—Advanced			X	Austria	10	2	2	3
Industrial development information networking	X			Austria	4	4	1	4
National industrial statistics programme	X			Austria	2			
Subcontracting and supply		X		Austria	17	1	2	
COMFAR for project appraisal		X		Bahrain	17		2	
Investment appraisal and financial analysis	X			Bosnia and Herzegovina	18		9	
Industrial exploitation of medicinal and aromatic plants: pharmaceutical technology and quality control		X		Brazil	9		5	
Laser sources and applications in industry	X			Brazil	29			
Project appraisal and application of COMFAR III	X			Brazil	25		9	
Creative tools for teaching entrepreneurs	X			Bulgaria	19		10	
Competitiveness of SMEs in the framework of the West African Economic and Monetary Union		X		Burkina Faso	40	40	8	40
Eco-label for leather	X			China	150			
Environmental management for investment promotion	X			China	11		2	

Table 2 (continued)

Field of study	Type of programme			Host country/ territory	Number of participants of which			
	National	Regional	Inter- regional		All developing countries <sup>b</sup>	LDCs	Female	African participants <sup>c</sup>
Gender issues in the tanning industry	X			China	27			
Occupational safety and health orientation training	X			China	26			
Production, evaluation, safety and use of bio-pesticides		X		China	8	4		
Training of trainers on business language	X			Democratic People's Republic of Korea	20		2	
Laser science and its applied technologies		X		Egypt	54			35
Industrial exploitation of medicinal and aromatic plants in East Africa		X		Ethiopia	17			17
Foreign direct investment promotion in Africa			X	France	28	23	7	28
Development of women entrepreneurs	X			Guatemala	20		20	
Development of women entrepreneurs	X			Honduras	19		19	
Strategies and techniques for promotion of foreign investment	X			Hungary	80		30	
Financial and economic appraisal of industrial and infrastructure projects, and COMFAR III	X			India	12			
Cleaner tanning technologies		X		India	37	6	2	
Occupational safety and health: train the trainers		X		India	35		4	
Occupational safety and health orientation training (2 programmes)	X			India	106			
Quality control of medicinal and aromatic plants and their products		X		India	8			
Industrial project preparation and appraisal			X	India	20	8	3	5
Industrial project preparation and appraisal, with special focus on woven garment sector			X	India	22	13	4	8
Solid waste conversion	X			India	33		3	
Tannery reedbed system	X			India	50		5	

Table 2 (continued)

Field of study	Type of programme			Host country/ territory	Number of participants of which			
	National	Regional	Inter- regional		All developing countries <sup>b</sup>	LDCs	Female	African participants <sup>c</sup>
Technology management (2 programmes)	X			India	60			
X-ray diffraction		X		India	12		3	
Eco-label for leather	X			Indonesia	70			
Occupational safety and health	X			Indonesia	65			
Investment promotion	X			Ireland	2		1	2
Best available technologies in ceramic production		X		Italy	19			3
SME networking			X	Italy	20		3	10
Image-processing technologies for industrial pollution monitoring			X	Italy	6			1
Technologies for the valorization of recycling of mineral and industrial waste			X	Italy	13			5
The role of geographic informa- tion systems, remote sensing, image processing systems and decision support systems for industrial development			X	Italy	13			13
Planning industrial siting in African urban areas		X		Kenya	22			21
Wet-white clean technology		X		Kenya	20	8	2	20
Food processing, management/ marketing (training of trainers and women entrepreneurs)	X			Mali	72	72	49	72
Data bank programming	X			Morocco	2	2	1	2
Methyl bromide alternatives	X			Netherlands	12		1	12
Development of women entrepreneurs	X			Nicaragua	18		18	
Food processing, management/ marketing (training of trainers and women entrepreneurs)	X			Nigeria	86		73	86
Industrial statistics	X			Nigeria	15		3	15
Screening technologies for industrial exploitation of medicinal and aromatic plants		X		Panama	14			
Restructuring	X			Poland	1			



Table 2 (continued)

Field of study	Type of programme			Number of participants of which				
	National	Regional	Inter-regional	Host country/territory	All developing countries <sup>b</sup>	LDCs	Female	African participants <sup>c</sup>
Remediation technologies: new trends and tools for soil decontamination		X		Poland	25			
Application of COMFAR III for project appraisal	X			Qatar	25		1	
Industrial statistics	X			Republic of Korea	5		3	
Environmental risk assessment of industrial and household chemicals		X		Republic of Korea	18	1	8	
Mechanical properties of ceramics		X		Republic of Korea	7		2	
Preparation of investment proposals	X			Saudi Arabia	25			
Photonic technology for the 21st century: principles and applications		X		Singapore	55			
Project appraisal and application of COMFAR III	X			Sri Lanka	18		9	
Industrial project preparation, evaluation and COMFAR	X			Sri Lanka	34		8	
MIS and decision support tools usage in Swedish SMEs	X			Sweden	2			
Technology management	X			Thailand	45			
Technology management	X			United Arab Emirates	30			
Leadership training for women entrepreneurs	X			United Republic of Tanzania	21	21	21	21
Development of women entrepreneurs (3)	X			United Republic of Tanzania	48	48	48	48
Credit for women entrepreneurs	X			United Republic of Tanzania	20	20	20	20
Cleaner production and waste management (3)	X			United Republic of Tanzania	48	48	48	48
Training of entrepreneurs	X			United Republic of Tanzania	25	25	20	25
Trainers on credit aspects and business planning	X			United Republic of Tanzania	17	17	14	17
Trainers on spices and essential oils	X			United Republic of Tanzania	22	22	18	22

Table 2 (continued)

Field of study	Type of programme			Number of participants of which				
	National	Regional	Inter-regional	Host country/ territory	All developing countries <sup>b</sup>	LDCs	Female	African participants <sup>c</sup>
Marketing trainers	X			United Republic of Tanzania	25	25	19	25
Marketing for women entrepreneurs (4)	X			United Republic of Tanzania	59	59	59	59
Trainers in industrial management		X		United Republic of Tanzania	15	15	5	15
Introduction of cleaner produc- tion and development of a sustainable cleaner production programme for Uzbekistan	X			Uzbekistan	19		7	
Subcontracting (ALASUB) (IX Coordinating Committee on Subcontracting in Latin America)		X		Venezuela	20	1	3	
Legal and administrative procedures affecting SMEs (2)	X			Viet Nam	125		32	
Comprehensive business planning methodology	X			Viet Nam	10		2	
Application of consultants— DB and client monitoring system software (2)	X			Viet Nam	19		7	
Electronic communications and Internet	X			Viet Nam	11		3	
Job costing in a competitive market (2)	X			Viet Nam	66		18	
Design ideas for the garment industry	X			Viet Nam	33		8	
Industrial statistics	X			Viet Nam	43		19	
Application of COMFAR III for project appraisal	X			Yemen	19	19	4	
Maintenance management engineers from metallurgical and engineering industries in COMESA			X	Zambia	26			26
Second management develop- ment programme for executives from metallurgical and engineering industries in COMESA			X	Zimbabwe	40			40

<sup>a</sup> Not including training activities organized within the framework of UNIDO-executed field projects.

<sup>b</sup> Including participants from NIS.

<sup>c</sup> Including participants from African Arab States.

Table 3

**Number of fellowships and study tours started in 1998  
by nationality/home area, country or territory**

Number of individuals placed

Nationality/home area, country or territory	UNDP			Regular Programme			Other programmes			Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
<b>AFRICA<sup>a</sup></b>										
Angola	0	0	0	0	0	0	2	0	2	2
Benin	0	0	0	0	0	0	3	0	3	3
Botswana	0	0	0	0	0	0	1	0	1	1
Burkina Faso	0	0	0	0	0	0	1	0	1	1
Cameroon	0	0	0	2	0	2	5	1	6	8
Chad	1	0	1	0	0	0	0	0	0	1
Comoros	0	0	0	0	0	0	1	0	1	1
Côte d'Ivoire	0	0	0	2	1	3	2	1	3	6
Democratic Republic of the Congo	3	0	3	0	0	0	0	0	0	3
Ethiopia	0	0	0	5	0	5	3	1	4	9
Ghana	0	0	0	2	0	2	1	2	3	5
Guinea	9	3	12	0	1	1	2	3	5	18
Kenya	0	0	0	2	0	2	1	0	1	3
Madagascar	1	1	2	1	0	1	5	1	6	9
Malawi	0	0	0	0	0	0	2	0	2	2
Mali	0	0	0	0	0	0	4	2	6	6
Mauritius	0	0	0	0	0	0	1	0	1	1
Mozambique	0	0	0	1	0	1	4	2	6	7
Namibia	0	0	0	1	0	1	8	1	9	10
Nigeria	0	0	0	3	0	3	18	4	22	25
Senegal	0	0	0	2	0	2	1	0	1	3
South Africa	0	0	0	1	0	1	0	0	0	1
Togo	0	0	0	3	0	3	0	0	0	3
Uganda	0	0	0	6	1	7	6	2	8	15
United Republic of Tanzania	4	1	5	1	0	1	8	7	15	21
Zambia	0	0	0	0	0	0	1	1	2	2
Zimbabwe	0	0	0	0	0	0	3	3	6	6
<b>Total Africa</b>	<b>18</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>3</b>	<b>35</b>	<b>83</b>	<b>31</b>	<b>114</b>	<b>172</b>

Table 3 (continued)

Nationality/home area, country or territory	UNDP			Regular Programme			Other programmes			Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
<b>ARAB REGION</b>										
Algeria	9	4	13	0	0	0	6	0	6	19
Egypt	0	0	0	0	0	0	1	0	1	1
Lebanon	0	0	0	0	0	0	5	0	5	5
Morocco	0	0	0	0	0	0	12	0	12	12
Palestine	0	0	0	0	0	0	11	0	11	11
Saudi Arabia	0	0	0	0	0	0	4	0	4	4
Sudan	2	0	2	3	1	4	1	0	1	7
Syrian Arab Republic	7	4	11	0	0	0	0	0	0	11
Tunisia	0	0	0	0	0	0	9	1	10	10
Total Arab Region	18	8	26	3	1	4	49	1	50	80
<b>ASIA AND PACIFIC</b>										
Bangladesh	1	0	1	0	0	0	0	0	0	1
China	0	0	0	0	0	0	32	8	40	40
Democratic People's Republic of Korea	0	0	0	0	0	0	32	1	33	33
India	6	0	6	0	0	0	53	5	58	64
Indonesia	0	0	0	0	0	0	2	1	3	3
Iran, Islamic Republic of	0	0	0	0	0	0	5	0	5	5
Lao People's Democratic Republic	0	0	0	0	0	0	3	0	3	3
Myanmar	1	0	1	0	0	0	0	0	0	1
Nepal	1	0	1	0	0	0	3	0	3	4
Pakistan	0	0	0	0	0	0	1	0	1	1
Philippines	1	0	1	0	0	0	3	4	7	8
Republic of Korea	1	0	1	0	0	0	0	0	0	1
Sri Lanka	0	0	0	0	0	0	13	6	19	19
Thailand	1	0	1	0	0	0	0	0	0	1
Viet Nam	24	2	26	0	0	0	60	10	70	96
Total Asia and Pacific	36	2	38	0	0	0	207	35	242	280
<b>EUROPE AND NIS</b>										
Albania	13	0	13	0	0	0	0	0	0	13
Belarus	0	0	0	0	0	0	1	0	1	1
Czech Republic	0	0	0	0	0	0	1	0	1	1
Georgia	0	0	0	0	0	0	0	1	1	1
Greece	0	0	0	0	0	0	1	0	1	1
Hungary	0	0	0	0	0	0	2	1	3	3
Romania	0	2	2	0	0	0	6	2	8	10

Table 3 (continued)

Nationality/home area, country or territory	UNDP			Regular Programme			Other programmes			Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Slovenia	7	3	10	0	0	0	0	0	0	10
The former Yugoslav Republic of Macedonia	0	2	2	0	0	0	1	0	1	3
Turkey	1	1	2	0	0	0	0	0	0	2
Uzbekistan	0	0	0	0	0	0	2	0	2	2
<b>Total Europe and NIS</b>	<b>21</b>	<b>8</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>4</b>	<b>18</b>	<b>47</b>
<b>LATIN AMÉRICA AND CARIBBEAN</b>										
Argentina	0	0	0	0	0	0	4	1	5	5
Bolivia	0	0	0	0	0	0	2	1	3	3
Brazil	0	0	0	0	0	0	6	0	6	6
Chile	0	0	0	0	0	0	5	1	6	6
Colombia	0	0	0	0	0	0	5	2	7	7
Costa Rica	0	0	0	0	0	0	5	2	7	7
Cuba	0	0	0	0	0	0	3	0	3	3
Ecuador	0	0	0	0	0	0	6	1	7	7
El Salvador	0	0	0	0	0	0	1	1	2	2
Guatemala	0	0	0	0	0	0	3	4	7	7
Jamaica	3	2	5	0	0	0	0	0	0	5
Mexico	0	0	0	0	0	0	3	0	3	3
Nicaragua	0	0	0	0	0	0	2	1	3	3
Paraguay	0	0	0	0	0	0	1	2	3	3
Peru	0	0	0	0	0	0	2	0	2	2
Uruguay	0	0	0	0	0	0	2	0	2	2
Venezuela	0	0	0	0	0	0	0	1	1	1
<b>Total Latin America and Caribbean</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>17</b>	<b>67</b>	<b>72</b>
<b>GRAND TOTAL<sup>b</sup></b>	<b>96</b>	<b>25</b>	<b>121</b>	<b>35</b>	<b>4</b>	<b>39</b>	<b>403</b>	<b>88</b>	<b>491</b>	<b>651</b>

<sup>a</sup>African Arab States (Algeria, Egypt, Morocco, Sudan, Tunisia) included under "Arab States".

<sup>b</sup>Including 117 females, 119 individuals from least developed countries, 221 individuals from African countries (including African Arab States).

Table 4

Fellowships and study tours started in 1998 by country, geographical area  
or territory of study and source of funds<sup>a,b</sup>

Country/geographical area/ territory of study	UNDP	Regular Programme	Other programmes	Total
Austria	13	0	60	73
Austria (UNIDO Headquarters)	4	4	34	42
Belgium	0	0	11	11
Burkina Faso	2	0	0	2
Canada	13	0	12	25
Chile	0	0	1	1
China	22	0	43	65
China				
Hong Kong SAR	0	0	7	7
Colombia	0	0	7	7
Côte d'Ivoire	4	0	0	4
Czech Republic	5	0	9	14
Cuba	0	0	5	5
Denmark	0	0	19	19
Egypt	4	0	3	7
Ethiopia	0	0	1	1
Finland	0	0	6	6
France	21	3	48	72
Germany	2	0	43	45
Ghana	2	0	0	2
Hungary	0	0	5	5
India	2	0	15	17
Iran, Islamic Republic of	0	0	1	1
Ireland	3	0	1	4
Israel	0	0	2	2
Italy	3	1	87	91
Japan	0	0	20	20
Jordan	0	0	6	6
Kenya	0	0	10	10
Mali	2	0	0	2
Malaysia	0	0	5	5
Mexico	0	2	0	2
Morocco	2	0	2	4
Netherlands	0	0	31	31
Nigeria	2	0	0	2
Norway	0	0	4	4
Pakistan	2	0	0	2
Panama	0	0	1	1
Philippines	0	0	1	1
Poland	2	0	5	7

Table 4 (continued)

Country/geographical area/ territory of study	UNDP	Regular Programme	Other programmes	Total
Portugal	0	0	1	1
Qatar	0	0	1	1
Republic of Korea	0	0	22	22
Russian Federation	0	0	4	4
Senegal	5	19	0	24
Singapore	13	0	18	31
Slovakia	11	0	0	11
South Africa	2	0	5	7
Spain	0	0	8	8
Sri Lanka	0	0	2	2
Sweden	0	0	5	5
Switzerland	0	0	15	15
Thailand	0	0	30	30
Tunisia	5	0	1	6
Turkey	0	0	4	4
Uganda	0	0	5	5
United Arab Emirates	2	0	1	3
United Kingdom	15	1	52	68
United Republic of Tanzania	0	9	42	51
United States of America	14	0	32	46
Venezuela	0	0	13	13
<b>TOTAL</b>	<b>177</b>	<b>39</b>	<b>766</b>	<b>982</b>

<sup>a</sup>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.

<sup>b</sup>Of these placements 358 or 37 per cent are arranged in developing countries, thus contributing to technical cooperation among developing countries.

**APPENDIX H****AGREEMENTS CONCLUDED IN 1998****Agreements, memoranda of understanding and  
joint communiqués with States****Algeria**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister of Industry and Restructuring of the People's Democratic Republic of Algeria, signed on 14 June.

**Ethiopia**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister of Trade and Industry of Ethiopia, signed on 20 November.

**Ghana**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister for Trade and Industry of Ghana, signed on 20 November.

**Guinea**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister of Promotion of the Private Sector, Industry and Commerce of the Republic of Guinea, signed on 20 November.

**Lebanon**

Memorandum of understanding between the United Nations Industrial Development Organization and the Government of Lebanon on continued operation in 1998 of a UNIDO field office in Beirut covering Lebanon, Syrian Arab Republic and Jordan, signed on 25 June.

**Netherlands**

Memorandum of understanding for the promotion of clean and sustainable industrial production and energy conservation between the United Nations Industrial Development Organization and the Netherlands Management Cooperation Programme and the Directorate-General for Environmental Protection of the Ministry of Housing, Spatial Planning and the Environment, signed on 20 March, 14 and 23 April.

**Sudan**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Minister of National Industry of the Republic of the Sudan, signed on 20 November.

**Syrian Arab Republic**

Memorandum of understanding between the United Nations Industrial Development Organization, the Government of the Syrian Arab Republic, the Centro de Investigaciones Textiles and the Instituto Nacional de Tecnología Industrial, signed on 27 August.

**Uganda**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Second Deputy Prime Minister and Minister of Tourism, Trade and Industry of Uganda, signed on 20 November.

**United Kingdom of Great Britain and Northern Ireland**

Memorandum of understanding between the United Nations Industrial Development Organization and the Government of the United Kingdom of Great Britain and Northern Ireland on the provision of Associate Experts, signed on 18 December.



**United Republic of Tanzania**

Joint communiqué between the Director-General of the United Nations Industrial Development Organization and the Deputy Minister of Industry and Commerce of Tanzania, signed on 20 November.

**United Nations and specialized agencies****United Nations**

Basic implementation agreement between the United Nations Industrial Development Organization and the United Nations, signed on 19 and 29 October, respectively.

**United Nations Conference on Trade and Development (UNCTAD)**

Memorandum of understanding between the United Nations Industrial Development Organization and the United Nations Conference on Trade and Development on a strategic alliance for investment promotion in developing countries, signed on 26 March.

**United Nations Development Programme (UNDP)**

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 collaboration between UNDP and UNIDO, signed on 31 October.

**United Nations Environment Programme (UNEP)**

Memorandum of understanding between the United Nations Industrial Development Organization and the United Nations Environment Programme, signed on 11 November.

**United Nations Office at Vienna (UNOV) and the Provisional Technical Secretariat (PTS) of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)**

Letter of agreement between the United Nations Industrial Development Organization, the United Nations Office at Vienna and the Provisional Technical Secretariat of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization on occupation of space, signed on 16 June and 8 July.

**Other intergovernmental organizations****Common Fund for Commodities (CFC)**

Memorandum of understanding between the United Nations Industrial Development Organization and the Common Fund for Commodities, signed on 13 February.

**Other entities****Automotive Research Association of India (ARAI)**

Memorandum of understanding between the United Nations Industrial Development Organization and Automotive Research Association of India, signed on 18 November.

**Department of Industrial Promotion, Ministry of Industry of Thailand (DIP)**

Cooperative arrangement between the United Nations Industrial Development Organization and the Department of Industrial Promotion, Ministry of Industry of Thailand, on industrial investment promotion, signed in June.

**Fiat S.p.A.**

Cooperation agreement between the United Nations Industrial Development Organization and Fiat S.p.A., signed on 18 November.

**Government of the Moscow Oblast, Russian Federation**

Cooperative arrangement between the United Nations Industrial Development Organization and the Government of the Moscow Oblast, Russian Federation, signed on 1 October.

**INSEAD**

Memorandum of understanding between the United Nations Industrial Development Organization and INSEAD, signed on 18 November.

**International Congress of Industrialists & Entrepreneurs (ICIE)**

Cooperative arrangement between the United Nations Industrial Development Organization and the International Congress of Industrialists & Entrepreneurs, signed on 23 October.

**National Center for Productivity and Quality (CNPC)**

Memorandum of understanding between the United Nations Industrial Development Organization and National Center for Productivity and Quality, signed on 13 November.

**National Science and Technology Development Agency of Thailand (NSTDA)**

Cooperative arrangement between the United Nations Industrial Development Organization and the National Science and Technology Development Agency of Thailand, signed on 5 June.

**The Prince of Wales Business Leaders Forum (PWBLF)**

Cooperation agreement between the United Nations Industrial Development Organization and The Prince of Wales Business Leaders Forum, signed on 18 November.

## APPENDIX I

## COUNTRY PROMOTION PRESENTATIONS

Country/region/ area promoted	Venue	Number of presentations
Argentina	Italy (1)	1
Bahrain	Austria (1)	1
Bangladesh	Japan (2)	2
Brazil	France (17), Italy (2)	19
Burkina Faso	France (1)	1
Central America	France (1)	1
China	Austria (5), Finland (8), Italy (3), Japan (6), Norway (4), Republic of Korea (1)	27
Colombia	France (1)	1
Côte d'Ivoire	France (5), Italy (1)	6
Croatia	Italy (1)	1
Czech Republic	Japan (4)	4
Egypt	Italy (1)	1
Ethiopia	Greece (2), Italy (2)	4
Georgia	Japan (4)	4
Guinea	Belgium (1), Canada (1), France (9), Italy (1), South Africa (1), United Kingdom (1), United States of America (4)	18
India	Austria (1), Italy (1), Japan (2), Republic of Korea (1)	5
Latin America	France (1)	1
Lebanon	Italy (1)	1
Mali	France (1)	1
Mexico	France (3), Italy (2)	5
Morocco	Japan (5)	5
Mozambique	Italy (2)	2
Nepal	Japan (2)	2
Nigeria	France (1)	1
Philippines	Austria (1), France (1), Italy (2), Japan (1)	5
Republic of Korea	Austria (1)	1
Russian Federation	Austria (2)	2
Saudi Arabia	Japan (1), United Arab Emirates (1)	2
South Africa	Italy (1)	1

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<b>Country/region/ area promoted</b>	<b>Venue</b>	<b>Number of presentations</b>
The former Yugoslav Republic of Macedonia	Austria (3)	3
Sub-Saharan Africa	Italy (1)	1
Togo	France (4)	4
Tunisia	Austria (1), Japan (3)	4
United Republic of Tanzania	Japan (2), Republic of Korea (1)	3
Uzbekistan	Japan (1)	1

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Total: 35 countries/regions/areas promoted at 141 presentations held in 14 countries.

## APPENDIX J

PURCHASE ORDERS PLACED AND CONTRACTS  
AWARDED IN 1998

	No.	%	Value (In millions of US\$)	%
<b>Purchase orders placed</b>				
Technical cooperation (all funds) whereof:	1,043		15.00	
(a) Developing countries	561	53.78	5.27	35.13
(b) Underutilized major donor countries <sup>a</sup>	46	4.40	0.68	4.50
Headquarters and others	724		0.90	
<b>Contracts awarded</b>				
Technical cooperation (all funds) whereof:	252		28.80	
(a) Developing countries	135	53.57	11.79	40.93
(b) Underutilized major donor countries <sup>a</sup>	1	0.39	0.07	0.24
Headquarters and others	170		8.60	

<sup>a</sup> 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 1998**

UNIDO Representatives	UNIDO National Directors/ Area Programme Officers	Junior Professional Officers	Associate Experts
<b>AFRICA</b>			
Côte d'Ivoire	Nigeria	Burkina Faso	Côte d'Ivoire
Ethiopia	Togo	Ethiopia	Kenya
Ghana		Mali	Madagascar
Guinea		Mozambique	Malawi
Kenya		Nigeria	Mozambique
Nigeria		Senegal	
Senegal		United Republic of Tanzania	
United Republic of Tanzania		Uganda	
Zambia		Zambia	
<b>AFRICAN ARAB STATES AND WESTERN ASIA</b>			
Algeria		Tunisia	Morocco
Egypt			
Lebanon			
Sudan			
<b>ASIA AND THE PACIFIC</b>			
China	Nepal	China	Viet Nam
India	Viet Nam	India	
Indonesia		Indonesia	
Pakistan		Philippines	
Philippines		Viet Nam	
<b>EUROPE AND NIS</b>			
	Turkey		Austria
	Uzbekistan		Italy
<b>LATIN AMERICA AND THE CARIBBEAN</b>			
Argentina	Cuba	Costa Rica	Nicaragua
Bolivia		Ecuador	
Colombia		Nicaragua	
Honduras			
Jamaica			
Mexico			

**Table 2**  
**Junior Professional Officers and Associate Experts financed in 1998**

Donor Government	Work-months		
	Junior Professional Officers	Associate Experts	Total
Austria	4.5	12	16.5
Belgium	72.5	8	80.5
Denmark	14.7	22	36.7
France	-	12	12.0
Germany	27.1	10	37.1
Italy	-	29	29.0
Japan	-	12	12.0
Netherlands	128.4	48	176.4
Norway	1.3	-	1.3
Russian Federation	-	12	12.0
TOTAL	248.5	165	413.5

## APPENDIX L

COMPOSITION OF THE SECRETARIAT AND  
PERSONNEL-RELATED INFORMATION

**Table 1**  
**Composition of the UNIDO Secretariat, 31 December 1998 <sup>a</sup>**

Grade	Male	%	Female	%	Total
D-2	6	100	0	0	6
D-1	25	100	0	0	25
P-5	<u>57</u>	<u>80</u>	<u>14</u>	<u>20</u>	<u>71</u>
Subtotal	88	86	14	14	102
P-4	80	86	13	14	93
P-3	28	57	21	43	49
P-2/1	<u>5</u>	<u>33</u>	<u>10</u>	<u>67</u>	<u>15</u>
Subtotal	113	72	44	28	157
TOTAL	201	78	58	22	259
General Service	138	36	250	64	388
GRAND TOTAL	339	52	308	48	647

<sup>a</sup> Figures include 11 senior technical and technical advisers attached to UNIDO Headquarters and 17 staff members serving in the capacity of UNIDO Representatives.

**Table 2**  
**Composition of staff in posts subject to geographical distribution,**  
**31 December 1998**

Grade	Male	%	Female	%	Total
D-2	6	100	0	0	6
D-1	22	100	0	0	22
P-5	<u>49</u>	<u>78</u>	<u>14</u>	<u>22</u>	<u>63</u>
Subtotal	77	85	14	15	91
P-4	78	87	12	13	90
P-3	25	56	20	44	45
P-2/1	<u>4</u>	<u>33</u>	<u>8</u>	<u>67</u>	<u>12</u>
Subtotal	107	73	40	27	147
TOTAL	184	77	54	23	238



**Table 3**  
**Recruitment of staff, 1998<sup>b</sup>**

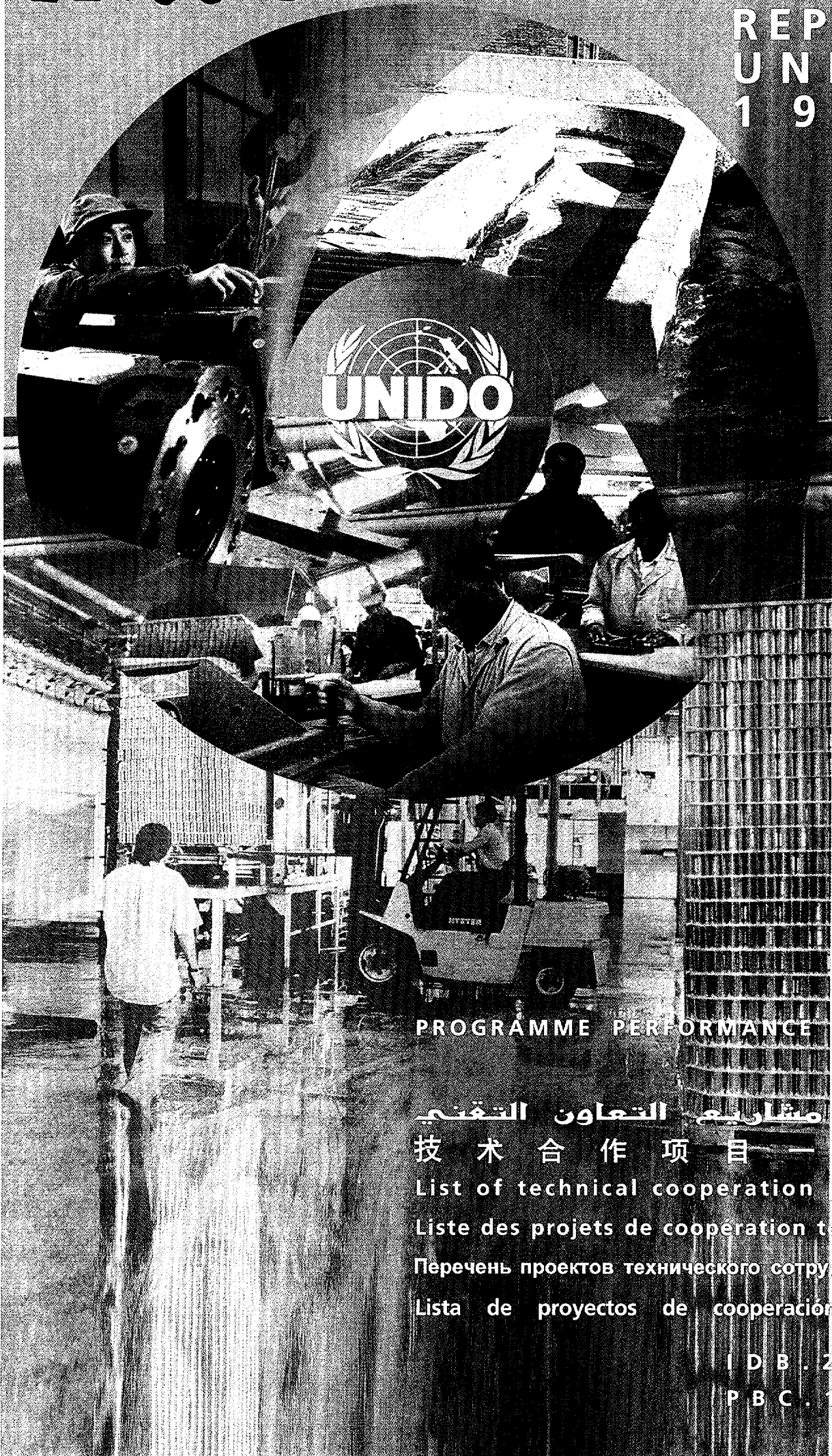
	Male	Female	Total
Professional candidates rostered	1,182	353	1,535
Professional candidates rostered from List A and List C	655	176	831
Appointments for posts subject to geographical distribution	0	0	0

*Note:* No Professional-level posts were advertised.

<sup>b</sup> 13 staff were appointed under the 200 series (2 female and 11 male).

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UNIDO  
1998



PROGRAMME PERFORMANCE REPORT

قائمة مشاريع التعاون التقني  
技术合作项目一览表  
List of technical cooperation projects  
Liste des projets de coopération technique  
Перечень проектов технического сотрудничества  
Lista de proyectos de cooperación técnica

IDB. 21 / 12  
PBC. 15 / 12

# ANNUAL REPORT UNIDO 1 9 9 8



## PROGRAMME PERFORMANCE REPORT

قائمة مشاريع التعاون التقني

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List of technical cooperation projects

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Перечень проектов технического сотрудничества

Lista de proyectos de cooperación técnica

Industrial Development Board, twenty-first session, 1999

Programme and Budget Committee, fifteenth session, 1999

I D B . 2 1 / 1 2

P B C . 1 5 / 1 2

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This document has not been edited.

Distr.  
GENERAL

IDB.21/12-PBC.15/12  
22 April 1999

Original: ENGLISH

## مقدمة

الغرض من قائمة مشاريع التعاون التقني هذه هو تزويد ممثلي الدول الأعضاء ، وكذلك الأمانة ، بمرجع سهل التناول لاستعماله أثناء المناقشة في دورات مجلس التنمية الصناعية ولجنة البرنامج والميزانية ، ليس هذا فحسب ، بل أيضا للاستفادة منه طوال العام .

وتقدم هذه الوثيقة بيانات متنوعة عن المشاريع ، بما في ذلك رقم المشروع وعنوانه وتاريخ الموافقة عليه وميزانيته وحجم تنفيذه . ويمثل رقم التنفيذ النفقات والالتزامات الواقعة لغاية ٣١ كانون الأول/ديسمبر ١٩٩٨ . كما يبين رقم ميزانية كل مشروع المدة التي تستغرقها ميزانية المشروع ، بدلا من ميزانية المشروع خلال السنة المشمولة في التقرير . والقائمة مفصلة بحسب أوضاع المشاريع ، كما أن المشاريع مصنفة في فئات تبين ما اذا كانت المشاريع قد أنجزت أو موافقا عليها حديثا في سنة ١٩٩٨ أو جارية منذ سنوات سابقة .

وترد المشاريع في القائمة بلغاتها الأصلية ، بصيغتها التي صدرت بها الموافقة عليها من الحكومة المعنية واليونيدو ، وتحت اسم الجهة المستفيدة أي البلد/المنطقة/الاقليم ، وتفرز المشاريع ، ضمن كل بلد ، بحسب الأرقام المعطاة للمشاريع . وتتضمن الوثيقة أيضا قوائم بالمشاريع الاقليمية والأقاليمية العالمية ، بحسب أرقام المشاريع أيضا . أما المشاريع المتعددة التمويل ، حيث توجد مصادر تمويل مختلفة للمشروع نفسه ، فترد بأرقام المشاريع المتعددة الخاصة بها ، وكذلك عنوان كل مشروع ومجموع المبالغ المقدمة من مختلف مصادر التمويل . وأما المشاريع الجامعة - ومنها على سبيل المثال المشاريع التي يغطي تمويلها من الجهات المانحة عدة مشاريع مختلفة - فيقتصر على ذكر كل مشروع بمفرده منها .

## 导言

本技术合作项目一览表的目的是为了向成员国的代表以及秘书处提供一份方便的参考材料，不仅可在工业发展理事会和方案预算委员会的届会讨论期间使用，而且可以在全年使用。

本文件提供了各种项目数据，包括项目编号和标题、核准日期、预算和执行情况。执行数字为到 1998 年 12 月 31 日为止的所有开支和承诺额。每个项目的预算数字反映的是该项目的寿命期间预算，而不是报告年度期间的项目预算。一览表按照项目的实施状况分列，即根据项目是 1998 年完成的还是新批准的，或是以往年度项目的继续来分组。

项目按照有关政府和工发组织批准的原来的语文列出，在援助国/地区/领土以及每个国家内部，根据项目编号进行项目分类。本文件还包括区域性、区域间和全球性项目的一览表，也是根据项目编号排列的。对于同一项目有几种资金来源的多边项目，则附有各自的多边项目编号、项目标题及各种资金来源的总额。至于一揽子项目，例如捐助国资助涉及各种项目的那些项目，则只列出单独的项目。

## INTRODUCTION

The purpose of the present list of technical cooperation projects is to provide representatives of Member States, as well as the Secretariat, with a convenient reference not only for use during discussion at the sessions of the Industrial Development Board and Programme and Budget Committee, but throughout the year.

This document provides various project data, including project number and title, approval date, budget and delivery. The delivery figure represents expenditures and commitments incurred through 31 December 1998. Each project budget figure reflects the life-span budget of the project, rather than the budget of the project during the reporting year. The list is broken down by project status, thus grouping projects according to whether they were completed or newly approved in 1998, or are ongoing from previous years.

Projects are listed in their original language, as approved by the Government involved and UNIDO, under the recipient country/area/territory and, within each country, projects are sorted according to their project number. The document also includes listings of regional, interregional and global projects, also according to project number. Multifund projects, where various funding sources exist for the same project, are listed with their respective multiple project numbers, the project title and the total amounts of various funding sources. For umbrella projects — for example those projects where donor financing covers various projects — only the individual projects are listed.

## INTRODUCTION

La présente liste de projets de coopération technique a pour but de mettre à la disposition des représentants des États Membres, ainsi que du Secrétariat, un document de référence commode utilisable à la fois durant les travaux des sessions du Conseil du développement industriel et du Comité des programmes et des budgets et aussi pendant le reste de l'année.

Le présent document fournit divers éléments d'information sur les projets, notamment numéro et titre du projet, date d'approbation, budget et exécution. Le chiffre indiqué pour l'exécution représente les dépenses et engagements de dépenses enregistrés au 31 décembre 1998. Le chiffre indiqué pour le budget de chaque projet correspond au budget pour toute la durée du projet et non au budget du projet pour l'année considérée. Cette liste indique le statut des projets, c'est-à-dire qu'elle distingue entre les projets achevés, les projets nouvellement approuvés en 1998 et les projets d'années antérieures qui se poursuivent.

Les projets sont présentés avec leur titre en langue originale, tel qu'approuvé par le gouvernement concerné et l'ONUDI, et apparaissent sous le pays/la zone/le territoire bénéficiaires; à l'intérieur de chaque pays, les projets sont classés selon leur numéro. Le document présente aussi la liste des projets régionaux, interrégionaux et mondiaux classés également en fonction de leur numéro. Pour les projets à financement multiple pour lesquels interviennent diverses sources de financement, les numéros multiples respectifs, le titre du projet et le montant total des différents financements sont indiqués. Pour les projets-cadres – par exemple quand le financement des donateurs sert à différents projets – seuls les projets individuels sont mentionnés.



## ВВЕДЕНИЕ

Настоящий перечень проектов технического сотрудничества призван служить для представителей государств-членов, а также сотрудников секретариата источником справочной информации, который удобно использовать не только в ходе обсуждений на сессиях Совета по промышленному развитию и Комитета по программным и бюджетным вопросам, но также и в ходе текущей работы в течение всего года.

В этот документ включены различные данные о проектах, в том числе номер и название проекта, дата утверждения, бюджет проекта и показатели осуществления. Показатели осуществления представляют собой данные о произведенных расходах и принятых обязательствах на 31 декабря 1998 года включительно. Данные, касающиеся бюджета каждого проекта, отражают бюджет этого проекта на весь срок его осуществления, а не бюджет соответствующего проекта за отчетный год. В перечне проектов проводится разбивка по состоянию проектов, которые группируются в зависимости от того, были ли они завершены в 1998 году, являются ли новыми проектами, утвержденными в этом году, или же представляют собой проекты, осуществляемые уже в течение нескольких лет.

Названия проектов, включенных в перечень, даются на языке оригинала в том виде, в котором они были утверждены соответствующим правительством и ЮНИДО; эти проекты перечисляются в разделах по соответствующим странам/районам/территориям - получателям, а в рамках каждой страны проекты указываются в порядке, соответствующем их номерам. В настоящий документ также включены списки региональных, межрегиональных и глобальных проектов, которые также указываются в порядке, соответствующем их номерам. В случаях, когда средства на финансирование одного и того же проекта поступают из различных источников, такие проекты, финансируемые из нескольких источников, перечисляются с указанием их всех соответствующих номеров, названий проекта и общей суммы финансирования из различных источников. Что касается комплексных проектов - например, проектов, в рамках которых доноры финансируют различные отдельные проекты, - то перечисляются только отдельные проекты.

## INTRODUCCIÓN

La finalidad de la presente lista de proyectos de cooperación técnica es facilitar a los Estados Miembros y a la Secretaría una referencia útil y práctica que se podrá consultar no sólo durante los períodos de sesiones de la Junta de Desarrollo Industrial y el Comité de Programa y de Presupuesto sino a lo largo de todo el año.

Se recogen diversos datos sobre los proyectos, tales como su número y título, su fecha de aprobación, su presupuesto y los desembolsos efectuados en cada caso. La cifra correspondiente a los desembolsos representa los gastos efectuados y las obligaciones contraídas hasta el 31 de diciembre de 1998. El monto del presupuesto de cada proyecto corresponde a su duración total y no al presupuesto que se utilizó durante el año considerado. En la lista se han clasificado los proyectos según la fase en que se encuentran, o sea, nuevos proyectos aprobados en 1998, proyectos en curso iniciados en años anteriores y proyectos ya concluidos.

Los proyectos figuran, con su título en el idioma original en que fueron aprobados por el gobierno interesado y la ONUDI, bajo el epígrafe correspondiente al país, zona o territorio receptor y, dentro de cada país, clasificados por orden numérico consecutivo. Se incluyen también los proyectos de ámbito regional, interregional o mundial, clasificados asimismo por orden numérico. Para los proyectos de financiación múltiple, en los que diversas fuentes aportan fondos para el mismo proyecto, se indica el número correspondiente y el título del proyecto y la cantidad total de la financiación aportada. En el caso de los proyectos globales, por ejemplo, aquellos en que los donantes aportan fondos para varios proyectos, sólo figuran los distintos proyectos por separado.

**ANNEX**  
**List of Technical Cooperation Projects**

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#### Source of Funds Codes

BR	IDA-financed projects (World Bank)
CD	United Nations Capital Development Fund
CO	Implementation of COMFAR funds
DA	UNDP special programme resources
DC	Government counterpart contribution in cash paid to UNDP
DG	Government execution
DP	UNDP indicative planning figure (IPF)
DU	UNIDO as associated agency
EG	UNDP Global Environment Fund
EP	Environment Fund
EU	European Community financed
FB	UN Funds excluding UNDP
FC	Common Fund for Commodities
GC	Government counterpart contribution in cash paid to UNDP
IP	Co-financed IPS activities
IW	Voluntary Trust Fund for the United Nations Decade for Women
KO	Rep. of Korea Fund for Tumen Region
MP	Montreal Protocol
NC	SPPD Support costs
PD	Project Development Facility
PF	United Nations Fund for Population Activities
SF	Self-financed trust funds (financed by recipient)
TC	UNIDO international industrial cooperation centres (convertible)
TF	Third-party trust funds
TN	UNIDO international industrial cooperation centres (non-convertible)
UC	Industrial Development Fund (IDF)/general purpose (convertible)
US	Industrial Development Fund (IDF)/special purpose (convertible)
UT	Industrial Development Fund (IDF)/special purpose (non-convertible)
XA	UNIDO regular budget/Regular Programme for Technical Cooperation/Industrial Development Decade for Africa
XP	UNIDO regular budget/Regular Programme for Technical Cooperation

#### Abbreviations

ASEAN	Association of Southeast Asian Nations
BOT	build-operate-transfer

CAD/CAM	computer aided design/computer aided manufacturing
CEE	Central and Eastern Europe
CFC	chlorofluorocarbon
CIS	Commonwealth of Independent States
COMESA	Common Market for Eastern and Southern Africa
COMFAR	Computer Model for Feasibility Analysis and Reporting
CRIIT	Regional Investment, Information and Technology Centre
ECA	United Nations Economic Commission for Africa
EPE	extruded polyethylene
ESALIA	Eastern and Southern Africa Leather Industries Association
ESID	ecologically sustainable industrial development
EU	European Union
GAP	South-east Anatolia projects
GRP	glass reinforced polyester
HCFC	hydrochlorofluorocarbon
HFC	hydrofluorocarbon
ICSA	Inversiones Cofide S.A.
IDF	Industrial Development Fund
IOC	Indian Ocean countries
IPA	isopropyl alcohol
IPM	Integrated Pest Management
IPS	Investment Promotion Service
ISO	International Organization for Standardization
LDC	least developed country
MERCOSUR	Common Market of the Southern Cone
NALFIS	National Leather and Footwear Industry Scheme
NGO	non-governmental organization
OAU	Organization of African Unity
ODS	ozone-depleting substance
OECD	Organization for Economic Cooperation and Development
PME/PMI	petite et moyenne entreprise/industrie
PTA	Preferential Trade Area for Eastern and Southern African States
PU	polyurethane
QSTM	quality, standardization, testing and metrology
RALFIS	Regional Africa Leather and Footwear Industry Scheme
RASCOM	Regional African Satellite Communications Organization
R and D	research and development
SETAC	Society of Environmental Toxicology and Chemistry
SME/SMI	small and medium enterprise/industry
SSE/SSI	small-scale enterprise/industry
TCA	trichloroethane
TCE	trichloroethylene
TSS-1	technical support services
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WIFO	Austrian Institute of Economic Research

Project Number Project Title	Approval Date	Budget	Delivery
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## AFGHANISTAN

### Newly Approved

FB/AFG/97/D28 PREPARATORY ASSISTANCE FOR THE REACTIVATION OF THE WOOL-TEXTILE FACTORY IN QANDAHAR	98/04	82,500	10,179
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### Ongoing

FB/AFG/97/C28 INDUSTRIAL DEVELOPMENT OPPORTUNITIES IN QANDAHAR AND NANGARHAR PROVINCES OF AFGHANISTAN	97/06	58,000	52,496
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## ALBANIA

### Newly Approved

DP/ALB/97/202 RESTRUCTURING OF ENTERPRISES AND COMPETITIVENESS DEVELOPMENT	98/12	894,000	0
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### Ongoing

DP/ALB/93/003 RESTRUCTURING OF THE MINISTRY OF INDUSTRY, MINERAL RESOURCES AND ENERGY AND OF THE INDUSTRIAL SECTORS UNDER ITS SUPERVISION	93/09	614,467	577,384
DP/ALB/93/015 MODERNIZATION OF THE METROLOGICAL SERVICES	95/02	295,771	291,151
DP/ALB/95/007 PRIVATE SECTOR DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES CREATION	96/05	477,250	299,030

## ALGERIA

### Newly Approved

DG/ALG/97/002 APPUI AU PROGRAMME DE PRIVATISATION ET DE RESTRUCTURATION DES ENTREPRISES PUBLIQUES EN ALGERIE	98/12	398,000	0
MP/ALG/98/042 REPLACEMENT OF CFC-11 AND CFC-12 WITH HYDROCARBON IN THE AEROSOL SECTOR AT ETS DJADIR	98/08	147,807	0
MP/ALG/98/043 REPLACEMENT OF CFC-12 WITH HFC-134A FOR COMMERCIAL REFRIGERATION AT E.N.A.P.A.T.	98/08	139,932	0
MP/ALG/98/044 PHASING OUT OF CFC-11 IN THE MANUFACTURE OF FLEXIBLE POLYURETHANE FOAM THROUGH THE USE OF METHYLENE CHLORIDE TECHNOLOGY AT ETS MATELAS DJURDJURA	98/08	82,608	39,036
MP/ALG/98/093 PHASING OUT OF CFC-11 IN THE MANUFACTURE OF FLEXIBLE POLYURETHANE FOAM THROUGH THE USE OF METHYLENE CHLORIDE TECHNOLOGY AT ETS MAGHREB MOUSSE	98/11	96,492	0
MP/ALG/98/094 REPLACEMENT OF CFC-12 WITH HFC-134A FOR DOMESTIC REFRIGERATION AT ENAPEM	98/11	167,332	0

### Ongoing

DC/ALG/90/018 DP/ALG/90/018 DEVELOPPEMENT DES CAPACITES NATIONALES DE MAITRISE DE LA QUALITE DES PRODUITS INDUSTRIELS	91/01	1,206,954	808,345
DP/ALG/95/004 DEVELOPPEMENT D'UN RESEAU DE BOURSES DE SOUS-TRAITANCE INDUSTRIELLE	97/04	351,500	166,597
DP/ALG/96/002 RENFORCEMENT DE L'AGENCE DE PROMOTION, DE SOUTIEN ET DE SUIVI DE L'INVESTISSEMENT	96/11	619,000	378,678
MP/ALG/95/025 INVESTMENT PROJECT FOR PHASING OUT CFCS AT ENTERPRISE NATIONALE DES INDUSTRIES DE L'ELECTROMENAGER	95/02	6,589,550	6,399,184
MP/ALG/95/028 PROJECT FORMULATION OF ESTABLISHMENT OF A NATIONAL CENTRE FOR RECOVERY AND RECYCLING OF CFC-11, CFC-12 AND CFC-502	95/02	25,000	5,841
MP/ALG/95/123 INVESTMENT PROJECT FOR PHASING OUT OF CFCS AT ENAD	95/08	109,900	107,733

<b>Project Number</b> <b>Project Title</b>	<b>Approval Date</b>	<b>Budget</b>	<b>Delivery</b>
MP/ALG/95/130 PROJECT FORMULATION FOR PHASING OUT ODS IN SMALL AND MEDIUM SCALE INDUSTRIES	95/08	50,000	35,403
MP/ALG/96/005 PHASING OUT CFCS AT ENTREPRISE NATIONALE DES DETERGENTS	96/01	614,850	610,028
MP/ALG/96/084 PHASING OUT CFC-11 IN THE MANUFACTURE OF SANDWICH PANELS BY DISCONTINUOUS METHOD AT PROSIDER BERRAHAL	96/06	434,500	430,000
MP/ALG/96/085 PHASING OUT CFC-11 IN THE MANUFACTURE OF SANDWICH PANELS AT BATIMETAL BENI MANSOUR	96/06	496,650	494,047
MP/ALG/96/189 PHASING OUT CFCS AT VAGUE DE FRAICHEUR	96/11	164,623	157,499
MP/ALG/96/190 PHASING OUT CFCS AT ETS WOUROUD	96/11	187,772	187,055
MP/ALG/96/191 PHASING OUT CFCS AT ETABLISSEMENT HAS MOHAMED	96/11	82,018	82,000
MP/ALG/96/192 PHASING OUT CFCS AT LABOARATOIRE BENDI	96/11	56,790	56,700
MP/ALG/97/040 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE AEROSOL, FOAM AND REFRIGERATION SECTORS	97/03	50,000	51,427
MP/ALG/97/080 PHASING OUT CFC-11 AT SNAM FLEXIBLE POLYURETHANE FOAM PLANT	97/06	88,360	85,704
MP/ALG/97/081 PHASING OUT CFC-11 AT ETS LEULMI ESSAID FLEXIBLE POLYURETHANE FOAM PLANT	97/06	61,880	58,587
MP/ALG/97/082 PHASING OUT CFC-11 AT SAMMO FLEXIBLE POLYURETHANE FOAM PLANT	97/06	98,770	95,035
MP/ALG/97/160 PHASING OUT CFC-11 AT LA MOUSSE DU SUD FLEXIBLE POLYURETHANE FOAM PLANT	97/11	553,480	482,097
<b>Completed</b>			
DP/ALG/92/015 REFORME DU CADRE ET DES INSTRUMENTS RELATIFS AUX INVESTISSEMENTS	92/08	418,205	411,731
MP/ALG/95/026 PREPARATION OF AN INVESTMENT PROJECT FOR CFC PHASE-OUT IN THE PRODUCTION OF RIGID FOAM AT BATIMETAL	95/02	20,722	20,722
MP/ALG/95/027 PREPARATION OF AN INVESTMENT PROJECT FOR THE PHASE-OUT OF CFC-11 IN THE MANUFACTURE OF SANDWICH PANELS AT PROSIDER (ANNABA-ALGERIA)	95/02	23,379	23,379
MP/ALG/96/193 PHASING OUT CFCS AT ETS COPHYD	96/11	51,651	51,651
SF/ALG/96/001 ORGANISATION D'UN ATELIER DE SENSIBILISATION SUR LA STRATEGIE DE RECENTRAGE ET D'EXTERNALISATION DES ACTIVITES ANNEXES DE LA SOCIETE ALGERIENNE SONATRACH	96/10	11,790	11,790
<b>ANGOLA</b>			
<b>Ongoing</b>			
US/ANG/97/008 REHABILITATION OF WOOD-PROCESSING CAPACITY IN THE HUAMBO REGION	97/04	171,000	139,172
<b>ARGENTINA</b>			
<b>Newly Approved</b>			
SF/ARG/96/001 AUDIT OF POLICIES GOVERNING THE MINING AND PROCESSING INDUSTRY	98/10	327,233	0
<b>Ongoing</b>			
MP/ARG/96/176 PHASING OUT CFC-12 AT MALLOL SAIC	96/11	299,344	16,521
MP/ARG/96/177 PHASING OUT CFC-12 AT MULTIESPUMA SAIC	96/11	282,438	94,596
MP/ARG/97/045 PROJECT PREPARATION IN THE REFRIGERATION AND METHYL BROMIDE SECTORS	97/03	25,000	22,825

Project Number Project Title	Approval Date	Budget	Delivery
MP/ARG/97/102 PHASING OUT CFCS IN THE MANUFACTURING PLANT OF DOMESTIC REFRIGERATORS OF RADIO VICTORIA CATAMARCA S.A.	97/06	599,896	12,610
MP/ARG/97/184 ELIMINATION OF CFCS IN THE MANUFACTURING PLANT OF DOMESTIC REFRIGERATORS OF BAMBI S.A., SANTA FE	97/11	515,258	2,245
MP/ARG/97/185 ELIMINATION OF CFCS IN THE MANUFACTURING PLANT OF DOMESTIC REFRIGERATORS OF FRARE S.A., BUENOS AIRES	97/11	514,384	4,407
MP/ARG/97/186 DEMONSTRATION PROJECT: OPEN AND CLOSED CIRCUIT NON-SOIL CULTIVATION AS MAIN ALTERNATIVES TO THE USE OF METHYL BROMIDE IN TOMATO, CUT FLOWERS AND STRAWBERRIES	97/12	481,800	320,504
SF/ARG/90/001 ASSISTANCE TO CENTRO DE INVESTIGACIONES TEXTILES (CIT), SAN MARTIN, BUENOS AIRES	90/09	711,272	501,672
SF/ARG/95/001 ADQUISICION DE EQUIPO E INSTRUMENTACION PARA EL CENTRO DE INVESTIGACION DE CELULOSA Y PAPEL	96/08	85,906	79,634
SF/ARG/96/002 CONSOLIDACION DEL PROGRAMA DE PROMOCION DE INVERSIONES DEL GOBIERNO ARGENTINO	97/05	282,410	208,858
SF/ARG/97/001 ASSISTANCE TO THE AUTOMOTIVE INDUSTRY	97/04	1,038,476	999,385
<b>Completed</b>			
SF/ARG/93/001 ASSISTANCE TO THE AUTOMOTIVE INDUSTRY	93/12	1,166,346	1,166,345
<b>ARMENIA</b>			
<b>Ongoing</b>			
NC/ARM/97/020 INDUSTRIAL POLICY ADVICE TO THE GOVERNMENT OF ARMENIA	97/10	48,300	52,032
<b>AZERBAIJAN</b>			
<b>Ongoing</b>			
DP/AZE/96/005 SUPPORT PROGRAMME FOR INDUSTRIAL DEVELOPMENT OF THE SUMGAI REGION OF AZERBAIJAN: PHASE II	96/09	601,601	532,164
<b>Completed</b>			
DP/AZE/95/005 SUPPORT PROGRAMME FOR INDUSTRIAL DEVELOPMENT OF THE SUMGAI REGION OF AZERBAIJAN: PHASE I	95/09	431,215	421,801
<b>BAHRAIN</b>			
<b>Ongoing</b>			
DG/BAH/96/001 ESTABLISHMENT OF A GARMENT INDUSTRY TRAINING FACILITY AT THE BAHRAIN TRAINING INSTITUTE	96/06	202,316	204,421
DP/BAH/96/003 INTRODUCTION OF TOTAL QUALITY MANAGEMENT AND ISO 9000 STANDARDS	96/05	143,000	96,284
NC/BAH/97/001 STUDY ON THE ALUMINUM DOWNSTREAM INDUSTRY	97/09	55,000	53,823
<b>Completed</b>			
US/BAH/94/029 INDUSTRIAL PROGRAMME COORDINATOR	94/03	89,880	89,878

<i>Project Number</i> Project Title	<i>Approval Date</i>	<i>Budget</i>	<i>Delivery</i>
<b>BANGLADESH</b>			
<b>Ongoing</b>			
NC/BGD/97/026 (former NC/BGD/94/01D) RURAL INDUSTRIALIZATION EMPLOYMENT GENERATION	94/08	192,000	180,534
<b>BELARUS</b>			
<b>Newly Approved</b>			
NC/BYE/97/010 PREPARATORY ASSISTANCE: ELABORATION OF PROJECT PROPOSAL FOR THE ESTABLISHMENT OF A TECHNOPARK IN BELARUS	98/02	29,650	29,221
<b>BENIN</b>			
<b>Ongoing</b>			
DG/BEN/95/003 CREATION D'UN CENTRE DE FORMALITES DES ENTREPRISES (PRODUIT 1.1)	96/01	68,513	22,669
DG/BEN/95/004 MISE EN PLACE D'UN SYSTEME D'INFORMATION ET D'ANALYSE INDUSTRIELLE (PRODUIT 1.2)	96/01	78,092	36,430
DG/BEN/95/005 ETUDE DE FAISABILITE POUR LA CREATION D'UNE ZONE FRANCHE INDUSTRIELLE (PRODUIT 1.3)	96/01	122,023	38,413
DG/BEN/95/006 RENFORCEMENT DES CAPACITES D'INTERVENTION DE LA CHAMBRE DE COMMERCE D'INDUSTRIE DU BENIN (PRODUIT 2.1)	96/01	164,000	109,890
DG/BEN/95/007 APPUI AU DISPOSITIF DE GESTION DU PROGRAMME (PRODUIT 2.2)	96/01	178,313	111,629
DG/BEN/95/010 RENFORCEMENT DES CAPACITES D'APPUI A LA CREATION, REHABILITATION ET DEVELOPPEMENT DES ENTREPRISES (PRODUIT 3.1)	96/01	77,000	68,150
DG/BEN/95/011 GESTION STRATEGIQUE DE DEVELOPPEMENT DES FILIERES ET DES SOUS-SECTEURS AGRO-INDUSTRIELS ET INDUSTRIELS AU NIVEAU DES PME (PRODUIT 3.2)	96/01	334,000	59,516
DG/BEN/95/012 CONSOLIDATION ET EXTENSION DU SYSTEME D'APPUI AUX MICRO-ENTREPRISES URBAINES ET RURALES (PRODUIT 3.3)	96/01	45,000	0
MP/BEN/97/093 REFRIGERANT RECOVERY AND RECYCLING SCHEME	97/06	114,000	76,414
<b>BHUTAN</b>			
<b>Completed</b>			
DU/BHU/87/A04 HUMAN RESOURCE DEVELOPMENT	94/01	48,391	43,519
<b>BOLIVIA</b>			
<b>Ongoing</b>			
DP/BOL/83/012 ESTABLISHMENT OF TRAINING CENTRE OF MEAT/MILK PRODUCTS PROCESSING	85/10	1,868,886	1,865,278
NC/BOL/95/02D ASSISTANCE TO THE DIRECTORATE OF INDUSTRIAL POLICY: PREPARATION OF THE INDUSTRIAL DEVELOPMENT PLAN	96/08	70,000	62,354
US/BOL/91/209 ASSISTANCE TO SMALL INDUSTRIES (ESTABLISHMENT OF PRODUCTIVITY AND MARKETING CENTRES FOR SMALL INDUSTRIES)	93/12	586,000	585,548
<b>Completed</b>			
UC/BOL/94/023 ASISTENCIA PREPARATORIA: ENCUESTA POR MUESTREO DE TEJIDOS TRADICIONALES DEL NORTE DE POTOSI	95/01	41,818	41,819



Project Number Project Title	Approval Date	Budget	Delivery
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### BOSNIA AND HERZEGOVINA

#### Ongoing

DP/BIH/96/027 PROVISION OF TECHNICAL ASSISTANCE TO BOSNALIJEK PHARMACEUTICAL AND CHEMICAL LTD., SARAJEVO	96/09	1,666,001	1,615,165
DP/BIH/97/044 ESTABLISHMENT OF A HOSPITAL BIO-MEDICAL ENGINEERING CENTRE FOR REPAIR AND MAINTENANCE OF MEDICAL EQUIPMENT	97/08	881,000	104,094
DP/BIH/97/046 REGIONAL BUSINESS DEVELOPMENT CENTRES	97/09	556,000	472,552
MP/BIH/97/061 COUNTRY PROGRAMME PREPARATION	97/04	80,000	70,030

### BOTSWANA

#### Newly Approved

MP/BOT/98/061 DEMONSTRATION PROJECT: THREE ALTERNATIVES TO THE USE OF METHYL BROMIDE: NON-SOIL CULTIVATION TECHNIQUES, BIO-FUMIGATION WITH SOLARIZATION, AND APPLICATION OF VARIOUS MIXTURES OF OTHER CHEMICALS IN LOW DOSES IN TOMATOES AND CURCUBITS	98/08	146,300	6,700
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#### Ongoing

TF/BOT/94/C10 UNIDO TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD-PROCESSING INDUSTRY: IMPLEMENTATION PHASE	95/07	192,500	167,679
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### BRAZIL

#### Newly Approved

MP/BRA/98/032 PROJECT PREPARATION IN THE COMMERCIAL REFRIGERATION SECTOR (TECPUR, CRIOS, PANAMANTE AND OTHERS)	98/04	50,000	26,284
MP/BRA/98/045 PHASING OUT CFC-11 WITH CYCLOPENTANE AT CRIOS INDUSTRIAL LTDA. (SUPPLIERS OF ELECTROFRIO COMPANY)	98/08	357,270	0
MP/BRA/98/046 PHASING OUT CFC-12 WITH HFC-134A AND CFC-11 WITH CYCLOPENTANE IN COMMERCIAL REFRIGERATION EQUIPMENT PRODUCTION AT PANAMANTE REFRIGERACAO	98/08	377,202	0
SF/BRA/97/001 SECOND INVESTMENT AND TECHNOLOGY PROMOTION FORUM (INTECHMART) FOR THE STATE OF BAHIA AND FOLLOW-UP ON INTECHMART I	98/01	351,106	279,534

#### Ongoing

MP/BRA/95/125 CONVERSION OF ASSEMBLY OF REFRIGERATION COMPRESSORS TO PHASE OUT CFC-12 AND CFC/HFC-502 BY USING HFC-134A AND R-404A AT ELGIN MAQUINAS	95/08	460,339	464,397
MP/BRA/96/201 ELIMINATION OF 1,1,1 TCA USED FOR AUTO PARTS CLEANING AT BROSOL	96/11	178,361	0
MP/BRA/96/202 ELIMINATION OF 1,1,1 TCA USED AS SOLVENT AT RODABRAS	96/11	151,577	151,262
MP/BRA/96/203 PHASE-OUT OF 1,1,1 TCA AT TEPERMAN	96/11	152,176	0
MP/BRA/96/204 ELIMINATION OF 1,1,1 TCA USED FOR THE FORMULATION OF TAPPING FLUIDS AT TAPMATIC	96/11	194,500	177,500
MP/BRA/96/208 PHASING OUT CFC-12 WITH HCFC-22 AND R-404A AS REFRIGERANT AND CFC-11 WITH CYCLOPENTANE AS BLOWING AGENT IN COMMERCIAL REFRIGERATION EQUIPMENT FOR SUPERMARKETS AT ELETROFRIO S.A.	96/12	610,650	481,668
MP/BRA/97/089 PROJECT PREPARATION IN THE REFRIGERATION AND METHYL BROMIDE SECTORS	97/06	50,000	51,099
MP/BRA/97/127 DEMONSTRATION PROJECT: THREE ALTERNATIVES TO THE USE OF METHYL BROMIDE: NON-SOIL CULTIVATION, SOLARIZATION AND LOW-DOSE CHEMICALS	97/07	393,800	230,172
MP/BRA/97/198 PHASING OUT CFC-12 BY HFC-134A AND CFC-11 BY CYCLOPENTANE IN THE PRODUCTION OF COMMERCIAL REFRIGERATION EQUIPMENT AT REFRIGERACAO RUBRA	97/12	320,540	315,500

<b>Project Number</b> <b>Project Title</b>	<b>Approval Date</b>	<b>Budget</b>	<b>Delivery</b>
SF/BRA/95/002 PREPARATORY ASSISTANCE TO THE FEDERATION OF INDUSTRIES OF THE STATE OF MINAS GERAIS	96/01	17,925	14,365
SF/BRA/95/003 ESTABLISHMENT OF A NATIONAL CLEANER PRODUCTION CENTRE	95/10	150,000	140,515
SF/BRA/96/001 APPLICATION OF MODERN TECHNOLOGIES AND TECHNOLOGICAL MANAGEMENT SYSTEMS FOR THE BRAZILIAN TEXTILE AND APPAREL INDUSTRY: PHASE II	96/03	1,737,199	1,484,501
SF/BRA/96/002 ADVANCED SERVICES TO THE FEDERATION OF INDUSTRIES OF THE STATE OF MINAS GERAIS - FIEMG	97/08	170,383	116,147
SF/BRA/96/003 ADVANCED SERVICES TO THE BRAZILIAN INSTITUTE FOR GEMS AND PRECIOUS METALS, IBGM	97/09	209,628	199,028
<b>Completed</b>			
MP/BRA/95/124 INVESTMENT PROJECT FOR PHASING OUT OF ODS AT FRISOKAR EQUIPAMENTOS PLASTICOS LTDA.	95/08	254,024	254,025
SF/BRA/92/001 APPLICATION OF MODERN TECHNOLOGIES AND MANAGEMENT SYSTEMS TO IMPROVE CENTRO DE TECNOLOGIA DA INDUSTRIA QUIMICA AND BRAZILIAN TEXTILE AND APPAREL INDUSTRY	92/04	2,040,869	2,040,870
SF/BRA/95/005 INVESTMENT AND TECHNOLOGY PROMOTION FORUM (INTECHMART) FOR THE STATE OF BAHIA	96/07	393,365	383,321
<b>BULGARIA</b>			
<b>Ongoing</b>			
DG/BUL/97/005 BUSINESS EDUCATION	97/11	102,800	65,666
<b>BURKINA FASO</b>			
<b>Newly Approved</b>			
US/BKF/98/701 XA/BKF/98/609 ENHANCED COMPETITIVENESS OF AGRO-BASED INDUSTRIES FOR EMPLOYMENT GENERATION	98/11	1,070,860	5,738
<b>Ongoing</b>			
MP/BKF/97/094 REFRIGERANT RECOVERY AND RECYCLING SCHEME	97/06	96,000	82,763
US/BKF/94/104 PROGRAMME D'APPUI EN MATIERE DE MAINTENANCE INDUSTRIELLE	95/03	1,000,000	925,192
<b>BURUNDI</b>			
<b>Newly Approved</b>			
NC/BDI/98/001 PARTICIPATION DE L'ONUDI A L'EQUIPE SUR L'ASSISTANCE, LA RECONSTRUCTION ET LE DEVELOPPEMENT DES PAYS DES GRANDS LACS (MISSION DE L'ONUDI AU BURUNDI)	98/04	3,424	3,346
<b>CAMBODIA</b>			
<b>Ongoing</b>			
NC/CMB/97/021 (former NC/CMB/96/01D) MICRO AND SMALL ENTERPRISE DEVELOPMENT FOR POVERTY ALLEVIATION	97/01	48,000	16,194
<b>CAMEROON</b>			
<b>Newly Approved</b>			
MP/CMR/98/021 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	0

Project Number Project Title	Approval Date	Budget	Delivery
MP/CMR/98/062 DEMONSTRATION PROJECT: TWO ALTERNATIVES TO THE USE OF METHYL BROMIDE: NON-SOIL CULTIVATION TECHNIQUES AND APPLICATION OF VARIOUS MIXTURES OF OTHER CHEMICALS IN LOW DOSES IN TOBACCO	98/08	160,600	0
<b>Ongoing</b>			
DG/CMR/92/007 PROGRAMME PRIORITAIRE DE PROMOTION DES PME CAMEROUNAISES, SEMINAIRE DE FORMATION A L'EVALUATION DE PROJETS ET A LA NEGOCIATION DE JOINT-VENTURES	97/04	37,000	32,880
DP/CMR/93/009 PROGRAMME PRIORITAIRE POUR LA PROMOTION DES PME AU CAMEROUN: MATERIAUX DE CONSTRUCTION/BÂTIMENTS TRAVAUX PUBLICS	94/01	456,000	444,723
MP/CMR/94/411 PHASING OUT CFCS AT FAEM S.A.	94/08	1,935,860	1,890,068
MP/CMR/96/006 PHASING OUT CFCS: UNION CAMEROUNAISE D'ENTREPRISE	96/01	1,321,400	1,119,245
MP/CMR/97/036 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE FOAM AND REFRIGERATION SECTORS	97/03	50,000	10,424
MP/CMR/97/158 PHASING OUT CFC-11 AT SONOPOL	97/11	506,310	486,205
MP/CMR/97/161 PHASING OUT CFC-11 AT SCIMPOS	97/11	541,350	539,339
<b>Completed</b>			
DG/CMR/92/008 ENVIRONMENT MANAGEMENT PROGRAMME	94/11	38,827	38,827
<b>CENTRAL AFRICAN REPUBLIC</b>			
<b>Newly Approved</b>			
NC/CAF/97/020 APPUI A LA FORMULATION DU VOLET SECTEUR PRIVE DU PROGRAMME DE REHABILITATION ET DE RELANCE ECONOMIQUE	98/05	44,600	19,923
<b>Completed</b>			
NC/CAF/94/01D ELABORATION D'UN CADRE OPERATIONNEL POUR LA FORMULATION DE POLITIQUES ET STRATEGIES INDUSTRIELLES, CONCERTÉES (INITIALEMENT SCHEMA DIRECTEUR DU DEVELOPPEMENT INDUSTRIEL)	94/12	87,800	87,580
<b>CHAD</b>			
<b>Newly Approved</b>			
DP/CHD/98/005 ASSISTANCE PREPARATOIRE POUR LA PROMOTION DU SECTEUR PRIVE	98/04	363,961	248,838
<b>Completed</b>			
DP/CHD/93/001 APPUI INSTITUTIONNEL AU SECTEUR PRIVE	94/09	370,601	363,915
<b>CHILE</b>			
<b>Ongoing</b>			
NC/CHI/97/011 ASSESSMENT OF MODERNIZATION AND DIVERSIFICATION OF THE CHILEAN INDUSTRY	97/04	36,483	0
US/CHI/93/120 CLEAN TECHNOLOGY IN THE FISHERIES INDUSTRY: PHASE II	94/12	731,400	721,423

<b>Project Number</b> <b>Project Title</b>	<b>Approval Date</b>	<b>Budget</b>	<b>Delivery</b>
<b>CHINA</b>			
<b>Newly Approved</b>			
MP/CPR/98/047 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF HEFEI HUALING ELECTRONIC COMPANY, LTD.	98/08	785,984	103,963
MP/CPR/98/054 ELIMINATION OF CFC-12 IN MANUFACTURING OF EPE FOAM PACKAGING NETS AT 25 ENTERPRISES (UMBRELLA PROJECT)	98/08	4,488,516	3,423,098
MP/CPR/98/108 CONVERSION FROM CFC-12 TO ISOBUTANE TECHNOLOGIES AND PRODUCTS AT THE COMPRESSOR FACTORY OF HANGLI REFRIGERATION LTD., HANGZHOU	98/12	861,000	0
MP/CPR/98/109 REPLACEMENT OF CFC-11 WITH HCFC-141B FOAM BLOWING AGENT AND CFC-12 WITH HFC-134A IN THE MANUFACTURE OF DOMESTIC REFRIGERATORS/FREEZERS AT THE BEIJING FREEZING EQUIPMENT FACTORY	98/12	280,901	0
MP/CPR/98/167 PREPARATION OF PROJECT PROPOSAL - PREPARATION OF A SECTORAL STRATEGY IN THE TOBACCO SECTOR	98/04	200,000	133,405
MP/CPR/98/168 PREPARATION OF INVESTMENT PROJECTS (50 COMPANIES) IN THE FOAM SECTOR (POLYSTERENE/POLYETHYLENE)	98/04	100,000	88,383
SF/CPR/97/001 IMPLEMENTATION OF THE BUILD-OPERATE-TRANSFER FRAMEWORK	98/03	58,655	51,182
US/CPR/96/108 EVALUATION AND ADJUSTMENT OF CHINA'S INDUSTRIAL POLICIES FOR KEY INDUSTRIES TO PROMOTE SUSTAINABLE DEVELOPMENT	98/07	1,525,000	0
US/CPR/96/150 MUNICIPAL SOLID WASTE MANAGEMENT SYSTEMS, TECHNICAL STANDARDS, TREATMENT AND DISPOSAL, CAPACITY-BUILDING (CHINA'S AGENDA 21)	98/01	2,038,000	139,786
US/CPR/97/151 TECHNICAL ASSISTANCE PROGRAMME TO ELIMINATE IODINE DEFICIENCY DISORDERS SUPPORTING THE SALT INDUSTRY	98/01	445,000	25,341
US/CPR/98/030 INVESTMENT PROMOTION FOR ENVIRONMENTALLY SOUND TECHNOLOGY FOR THE TAIHU BASIN	98/06	82,500	67,417
US/CPR/98/033 INVESTMENT PROMOTION FOR THE HUNCHUN BORDER ECONOMIC ZONE	98/07	74,000	64,500
US/CPR/98/035 ELABORATION OF CHINESE GOVERNMENT PROCUREMENT REGULATIONS AND MODEL BIDDING DOCUMENTS	98/07	36,500	36,235
<b>Ongoing</b>			
DG/CPR/91/121 ASSISTANCE TO PESTICIDE FORMULATION TECHNOLOGY DEVELOPMENT	93/01	755,028	771,348
DG/CPR/91/122 DEVELOPMENT OF CATALYST CARRIER FOR CHEMICAL FERTILIZERS	93/01	592,786	524,562
EG/CPR/95/G31 ENERGY CONSERVATION AND POLLUTION CONTROL IN TOWNSHIP AND VILLAGE ENTERPRISES	95/05	1,000,000	840,495
MP/CPR/95/040 CONVERSION FROM HALON 1211 TO ABC DRY POWDER AND FOAM WATER SPRAY AT NANJING FIRE FIGHTING EQUIPMENT FACTORY	95/02	496,000	483,263
MP/CPR/95/127 CONVERSION OF DOMESTIC REFRIGERATOR AND FREEZER FACTORIES TO PHASE OUT CFC-12 AND CFC-11 AT HANGZHOU XILING HOLDINGS COMPANY	95/08	2,790,320	2,786,513
MP/CPR/96/032 CONVERSION OF COMPRESSOR PRODUCTION FOR DOMESTIC REFRIGERATORS FROM CFC-12 TO HYDROCARBON REFRIGERANT AT JIAXIPERA COMPRESSOR FACTORY	96/01	1,490,000	1,322,007
MP/CPR/96/042 PHASING OUT ODS AT THE HANGZHOU HUARI REFRIGERATOR COMPANY	96/01	2,827,911	2,601,055
MP/CPR/96/053 FORMULATION OF INVESTMENT PROJECTS IN THE TOBACCO SECTOR	96/02	50,000	27,620
MP/CPR/96/087 PHASING OUT ODS AT THE COMPRESSOR FACTORY OF THE HUANGSHI DONGBEI REFRIGERATION COMPANY	96/06	899,030	800,401

Project Number Project Title	Approval Date	Budget	Delivery
MP/CPR/96/139 PHASING OUT ODS AT THE XI'AN YUAN DONG COMPRESSOR COMPANY	96/07	1,599,000	1,579,852
MP/CPR/96/184 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF AUCMA ELECTRIC APPLIANCES GROUP COMPANY	96/10	2,914,904	2,798,679
MP/CPR/96/185 PHASING OUT ODS AT THE HOUSEHOLD REFRIGERATOR COMPRESSOR FACTORY OF THE GUANGZHOU WANBAO COMPRESSOR GROUP	96/10	2,250,000	2,079,210
MP/CPR/97/050 PROJECT PREPARATION IN THE REFRIGERATION (INCLUDING COMPRESSORS), SOLVENTS AND METHYL BROMIDE SECTORS	97/03	175,000	106,121
MP/CPR/97/073 CONVERSION OF ODS PRECISION CLEANING PROCESSES FROM CFC-113 TO AQUEOUS CLEANING AT JIAXIPERA COMPRESSOR FACTORY	97/06	308,604	308,433
MP/CPR/97/074 CONVERSION OF ODS PRECISION CLEANING PROCESSES FROM CFC-113 TO AQUEOUS CLEANING AT HUANGSHI DONGBEI REFRIGERATION COMPANY	97/06	236,242	236,242
MP/CPR/97/075 CONVERSION OF ODS CLEANING PROCESSES FROM CFC-113 TO TRICHLOROETHYLENE AT HANGLI REFRIGERATION LTD.	97/06	217,762	217,700
MP/CPR/97/078 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF HEFEI MEILING COMPANY LTD.	97/06	3,247,877	2,899,885
MP/CPR/97/090 PHASING OUT ODS AT THE ZEL TIANJIN COMPRESSOR COMPANY LTD.	97/06	962,175	962,175
MP/CPR/97/091 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF ZEROWATT ELECTRIC APPLIANCES GROUP	97/06	2,394,178	1,531,646
MP/CPR/97/092 PHASING OUT ODS AT THE HUALING REFRIGERATOR PLANT	97/06	879,788	671,242
MP/CPR/97/125 DEMONSTRATION PROJECT ON ALTERNATIVES TO THE USE OF METHYL BROMIDE IN SOIL FUMIGATION	97/07	443,300	310,198
MP/CPR/97/183 PHASING OUT ODS AT THE CHANGSHU REFRIGERATING EQUIPMENT WORKS (BAIXUE), CHANGSHU	97/12	3,548,775	1,926,305
MP/CPR/97/193 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF BOLE ELECTRIC APPLIANCES GROUP	97/12	1,469,029	614,572
MP/CPR/97/194 PHASING OUT ODS AT THE FREEZER PLANT OF XING XING ELECTRIC APPLIANCES INDUSTRIAL COMPANY	97/12	3,346,941	1,587,925
MP/CPR/97/195 PHASING OUT ODS AT THE REFRIGERATOR PLANT OF ZHEJIANG RONGSHENG ELECTRIC COMPANY LTD., ZHEJIANG, DEQING COUNTY	97/12	1,053,910	836,085
MP/CPR/97/202 PHASING OUT ODS AT THE YUHUAN COMPRESSOR FACTORY IN KANMEN TOWN IN YUHUAN COUNTY	97/12	1,465,155	301,216
NC/CPR/97/001 (former NC/CPR/95/01D) TOWNSHIP AND VILLAGE ENTERPRISE DEVELOPMENT STUDY	96/11	138,155	106,153
US/CPR/92/068 PROGRAMME D'IDENTIFICATION ET DE PROMOTION DES INVESTISSEMENTS INDUSTRIELS DANS LA PRODUCTION DES MATERIAUX ET EQUIPEMENTS POUR LA CONSTRUCTION	92/08	159,000	124,736
US/CPR/92/120 ASSISTANCE IN POLLUTION CONTROL AND TREATMENT OF TANNERY WASTES	93/11	2,070,072	1,786,883
US/CPR/93/003 DEMONSTRATION PLANT FOR OXYGEN PULPING AND BLEACHING OF NON-WOODY FIBROUS RAW MATERIALS	93/08	1,994,500	1,933,737
US/CPR/95/031 INVESTMENT PROMOTION PROGRAMME FOR THE YANBIAN PREFECTURE, CHINA TUMEN RIVER AREA	95/02	253,300	244,304
US/CPR/95/151 ANALYSIS AND ASSESSMENT OF POLLUTION PROBLEMS OF CHINESE FOUNDRY INDUSTRY	96/02	24,000	24,105
US/CPR/96/059 TRAINING PROGRAMME TO PROMOTE WOMEN'S PARTICIPATION IN THE MODERNIZATION PROCESS: PHASE III	96/11	227,390	217,834

Project Number Project Title	Approval Date	Budget	Delivery
US/CPR/96/157 INSTITUTION CAPACITY-BUILDING, ASSISTANCE TO HANGZHOU INTERNATIONAL CENTRE IN PROMOTION OF INTERNATIONAL NETWORK ON SMALL HYDRO POWER	97/01	75,221	73,098
US/CPR/97/022 SAFE DISPOSAL OF TANNERY SLUDGE	97/05	150,000	119,773
<b>Completed</b>			
DG/CPR/91/211 RECOVERY AND UTILIZATION OF CHEMICALS FROM COKING	93/09	275,696	272,765
DG/CPR/91/271 TRANSFER OF TECHNOLOGY TO DESIGN, ENGINEER, CONSTRUCT AND OPERATE ASSOCIATED PETROLEUM GAS PROCESSING PLANTS	93/03	295,123	333,656
DG/CPR/91/273 IMPROVING THE DESIGN AND CONSTRUCTION TECHNOLOGY OF ENERGY SOURCES TRANSPORTATION VESSELS	93/01	665,159	614,999
DG/CPR/91/321 COMPUTER NUMERICAL CONTROL SYSTEM DEVELOPMENT	91/06	725,066	725,065
DG/CPR/91/322 IMPROVEMENT OF THE FOUNDRY MACHINERY INDUSTRY	91/06	468,478	477,416
DG/CPR/91/326 MANAGEMENT OF THE TRANSFER AND DIFFUSION OF TECHNOLOGY IN CHINA'S MACHINE TOOL INDUSTRY	91/06	394,753	345,918
MP/CPR/95/134 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE HALON SECTOR IN THE THREE FIRE EQUIPMENT FACTORIES AND IN DOMESTIC REFRIGERATION SECTOR AND SOLVENTS	95/08	99,999	99,649
MP/CPR/96/028 FORMULATION OF INVESTMENT PROJECTS IN THE REFRIGERATION SECTOR WITH PARTICULAR ATTENTION TO DOMESTIC REFRIGERATION AND COMPRESSOR MANUFACTURING	96/01	54,999	54,999
US/CPR/95/121 CAPACITY-BUILDING: UNIDO CENTRE FOR INTERNATIONAL INDUSTRIAL COOPERATION	95/11	46,773	46,772
US/CPR/97/012 INTERNATIONAL SEMINAR ON THE SUSTAINABLE DEVELOPMENT OF THE JINGJIU RAILWAY REGION	97/03	141,340	141,339
US/CPR/97/049 CHINESE PROCUREMENT LAW FOR WORKS, GOODS AND SERVICES, INCLUDING THE BOT SCHEME: INTERNATIONAL CONFERENCE	97/04	31,293	31,293
US/CPR/97/066 IMPLEMENTATION OF THE BUILD-OPERATE-TRANSFER (BOT) FRAMEWORK	97/05	95,695	95,540
US/CPR/97/136 INTERNATIONAL SEMINAR FOR INVESTMENT PROMOTION FOR CENTRAL AND WESTERN CHINA	97/09	23,658	23,658

## COLOMBIA

### Newly Approved

MP/COL/98/080 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN BANANA GROWING	98/12	123,200	0
SF/COL/95/0A1 CARTAGENA INTECHMART - INVESTMENT AND TECHNOLOGY PROMOTION FORUM, ATLANTIC COAST REGION AND STRENGTHENING OF THE CRIIT	98/02	338,607	330,723
XP/COL/98/059 PREPARATORY ASSISTANCE FOR LAUNCHING THE CARTAGENA INTECHMART, AND THE TEXTILE/GARMENT COMPONENTS IN THE ATLANTIC COAST REGION	98/02	28,988	27,743

### Ongoing

SF/COL/95/001 PROGRAMA INTEGRADO DE REESTRUCTURACION Y MODERNIZACION INDUSTRIAL EN LA REGION DE LA COSTA ATLANTICA: FASE I Y FASE II	96/01	1,094,788	1,084,396
SF/COL/96/002 ESTABLECIMIENTO DE UNA RED NACIONAL DE CENTROS DE SUBCONTRATACION Y COOPERACION INDUSTRIAL	96/09	370,060	265,358

### Completed

NC/COL/97/007 DESARROLLO INDUSTRIAL ECOLOGICAMENTE SOSTENIBLE	97/10	49,292	43,692
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Project Number Project Title	Approval Date	Budget	Delivery
UC/COL/95/143 PREPARATORY ASSISTANCE PROJECT FOR THE ELABORATION OF AN INTEGRATED INDUSTRIAL RESTRUCTURING PROGRAMME FOR THE ATLANTIC COAST REGION	95/09	46,660	46,659
<b>CONGO</b>			
<b>Newly Approved</b>			
DU/PRC/98/001 RENFORCEMENT DES CAPACITES NATIONALES EN MATIERE DE REHABILITATION ET DE RECONSTRUCTION	98/10	8,176	2,005
<b>COSTA RICA</b>			
<b>Newly Approved</b>			
US/COS/97/501 ESTABLISHMENT AND OPERATION OF A NATIONAL CLEANER PRODUCTION CENTRE	98/12	958,000	0
<b>Completed</b>			
DG/COS/95/002 TF/COS/95/001 TF/COS/96/001 PROMOCION DE SERVICIOS DE CONSULTORIA EN DESARROLLO INDUSTRIAL SOSTENIBLE Y PEQUENA EMPRESA	97/06	275,422	235,305
<b>CÔTE D'IVOIRE</b>			
<b>Newly Approved</b>			
MP/IVC/98/162 PREPARATION OF AN INVESTMENT PROJECT IN THE DOMESTIC REFRIGERATION (HYDROCARBON) SECTOR FOR SERTI	98/04	20,000	9,365
SF/IVC/98/001 ETABLISSEMENT D'UNE BOURSE DE SOUS-TRAITANCE ET DE PARTENARIAT INDUSTRIEL: PHASE I	98/07	32,000	24,463
XA/IVC/98/623 MISE A JOUR ET FINALISATION DES TRAVAUX DU SCHEMA DIRECTEUR D'INDUSTRIALISATION DE LA COTE D'IVOIRE: PHASE I	98/02	19,820	19,464
<b>Ongoing</b>			
DP/IVC/96/001 ASSISTANCE A LA REACTUALISATION DES TRAVAUX DU SCHEMA DIRECTEUR D'INDUSTRIALISATION: MODULE 3	97/03	500,000	486,859
MP/IVC/95/068 PROJECT FORMULATION FOR THE ODS PHASE-OUT IN THE REFRIGERATION SECTOR - PREPARATORY	95/04	15,000	13,630
MP/IVC/96/118 PHASING OUT CFC-11 AT F.I.M.A. FLEXIBLE POLYURETHANE FOAM PLANT	96/06	85,087	81,906
MP/IVC/96/187 PHASING OUT CFCS AT PARFUMERIE GANDOUR D.A.F.	96/11	106,061	104,469
MP/IVC/96/188 PHASING OUT CFCS AT SICOBEL	96/11	59,171	57,532
US/IVC/96/073 ASSISTANCE PREPARATOIRE POUR LE DEVELOPPEMENT DE L'ENTREPRENARIAT FEMININ	96/08	72,500	59,940
<b>CROATIA</b>			
<b>Newly Approved</b>			
MP/CRO/98/020 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	29,777
MP/CRO/98/058 DEMONSTRATION PROJECT: THREE ALTERNATIVES TO THE USE OF METHYL BROMIDE IN TOBACCO PRODUCTION: SOLARIZATION PLUS BIO-FUMIGATION, USE OF LOW-DOSE CHEMICALS, AND NON-SOIL CULTIVATION	98/08	288,200	18,634
<b>Ongoing</b>			
MP/CRO/97/041 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR	97/03	30,000	11,616
MP/CRO/97/118 PHASING OUT CFCS AT PLIVA D.D.	97/07	89,779	86,128

Project Number Project Title	Approval Date	Budget	Delivery
TF/CRO/97/001 CAPACITY-BUILDING IN CLEANER PRODUCTION	97/11	123,405	109,920
<b>Completed</b>			
MP/CRO/97/079 PHASING OUT CFC-11 AT ORIOLIK COMPANY FLEXIBLE POLYURETHANE FOAM PLANT	97/06	110,780	112,792
<b>CUBA</b>			
<b>Newly Approved</b>			
DG/CUB/98/002 APOYO AL PROGRAMA NACIONAL DE BIOTECNOLOGIA, CARTA ACUERDO CUBA-ONU	98/11	71,290	0
MP/CUB/98/010 PREPARATION OF AN INVESTMENT PROJECT (HOSPITALS) IN THE COMMERCIAL REFRIGERATION SECTOR	98/04	50,000	36,550
MP/CUB/98/088 PHASING OUT METHYL BROMIDE IN THE TOBACCO SECTOR	98/12	1,673,324	0
XP/CUB/98/022 PREPARATORY ASSISTANCE TO THE SUPERIOR SCHOOL OF BASIC INDUSTRY FOR DEVELOPMENT OF A POLICY, STRATEGY AND PROGRAMME FOR INDUSTRIAL HUMAN RESOURCE DEVELOPMENT CAPACITY-BUILDING	98/02	8,500	7,343
<b>Completed</b>			
DG/CUB/91/001 PLANTA PILOTO DE ANTIBIOTICOS POR FERMENTACION	93/04	47,000	42,827
DP/CUB/94/004 CALIFICACION PARA LA VALIDACION DE LA INSTALACION DE PRODUCCION DE ANTICUERPOS MONOCLONALES DEL CENTRO IMMUNOLOGIE MOLECULAR	94/12	178,289	175,793
DP/CUB/95/001 PREPARACION DE LAS INSTALACIONES Y PROCESO DE PRODUCCION DE LA VACUNA ANTI-HEPATITIS B PARA SU VALIDACION Y VERIFICACION POR LA ORGANIZACION MUNDIAL DE LA SALUD	95/03	94,524	94,524
NC/CUB/95/01D PROGRAMME FOR INDUSTRIAL RESTRUCTURING	95/11	98,000	97,959
PF/CUB/95/P01 FASE CONCLUSIVA DE LA CONSTRUCCION DE LA PLANTA DE ANTICONCEPTIVOS ORALES	96/10	51,840	48,536
<b>CZECH REPUBLIC</b>			
<b>Ongoing</b>			
EU/CEH/96/001 ESTABLISHMENT OF AN INDUSTRIAL SUBCONTRACTING AND PARTNERSHIP EXCHANGE: PRAGUE: PHASE I	96/11	178,522	123,701
US/CEH/94/071 TF/CEH/95/001 THE CZECH CLEANER PRODUCTION CENTRE	94/09	813,881	727,460
<b>Completed</b>			
DG/CEH/93/006 ENVIRONMENTALLY SOUND TECHNOLOGIES CONSULTANCY NETWORK FOR INDUSTRY AND SMALL AND MEDIUM ENTERPRISES	96/06	7,750	7,825
DG/CEH/95/001 INVESTMENT PROMOTION IN THE CZECH REPUBLIC: SECOND PHASE	96/03	15,600	15,600
DP/CEH/94/001 JOB TRAINING AND OUTPLACEMENT CENTRE FOR OSTRAVA-KARVINA REGION	95/05	95,915	95,802
<b>DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA</b>			
<b>Newly Approved</b>			
MP/DRK/98/063 NON-INVESTMENT PROJECT: PROMOTION AND INFORMATION TRANSFER OF ALTERNATIVES TO THE USE OF METHYL BROMIDE IN THE PREPARATION OF SEEDBEDS FOR RICE AND MAIZE CULTIVATION	98/08	27,500	0
MP/DRK/98/077 CONVERSION OF REMAINING METAL CLEANING PROCESSES FROM ODS SOLVENTS TO VAPOUR DEGREASING AT UNSAN TOOLS FACTORY	98/12	490,157	0



Project Number Project Title	Approval Date	Budget	Delivery
MP/DRK/98/079 CONVERSION OF METAL-CLEANING PROCESSES FROM ODS SOLVENTS TO VAPOUR DEGREASING AT PYONGYANG SEPTEMBER 18 BEARINGS FACTORY	98/12	1,081,024	0
<b>Ongoing</b>			
DG/DRK/95/001 INTERNATIONAL ECONOMIC COOPERATION PROGRAMME	96/07	1,384,364	1,375,696
DG/DRK/97/001 ENVIRONMENT AND INDUSTRIAL POLLUTION MANAGEMENT PROGRAMME	97/03	1,245,000	392,117
MP/DRK/97/044 PROJECT FORMULATION OF INVESTMENT PROJECTS IN ALL SECTORS	97/03	70,000	39,841
MP/DRK/97/157 PHASING OUT CFC-11 AT PYONGYANG FOAM PLANT	97/12	103,570	81,272
MP/DRK/97/162 PHASING OUT CFC-11 AT HAMHUNG FOAM FACTORY, HAMGYONG SOUTH PROVINCE	97/12	102,680	80,988
MP/DRK/97/163 PHASING OUT CFC-11 AT CHONGJIN FOAM FACTORY, HAMGYONG NORTH PROVINCE	97/12	103,670	80,000
MP/DRK/97/178 CONVERSION OF METAL CLEANING PROCESSES FROM ODS SOLVENTS TO VAPOUR DEGREASING AT UNSAN TOOLS FACTORY	97/12	311,922	306,560
TF/DRK/97/001 DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA - GERMAN ENTERPRISES INDUSTRIAL COOPERATION	97/04	190,022	150,315

### Completed

DG/DRK/89/001 MODERNIZATION OF BATTERY PRODUCTION	91/09	333,380	319,926
US/DRK/95/119 INVESTMENT PROMOTION SEMINAR: RAJIN-SONBONG FREE ECONOMIC AND TRADE ZONE, TUMEN RIVER AREA	95/09	269,048	269,047

## DEMOCRATIC REPUBLIC OF THE CONGO

### Newly Approved

NC/ZAI/98/008 PARTICIPATION DE L'ONUDI A L'EQUIPE SUR L'ASSISTANCE, LA RECONSTRUCTION ET LE DEVELOPPEMENT DES PAYS DES GRANDS LACS	98/05	21,560	19,439
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### Ongoing

DP/ZAI/89/008 ASSISTANCE A LA PROMOTION DU SECTEUR PRIVEE	90/07	2,824,492	2,790,104
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## DOMINICAN REPUBLIC

### Newly Approved

MP/DOM/98/081 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE: SOIL PASTEURIZATION (STEAM), NON SOIL CULTIVATION, SOLARIZATION WITH BIOFUMIGATION AND LOW DOSE CHEMICALS ALL IN COMBINATION WITH IPM SYSTEM	98/11	324,500	0
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## ECUADOR

### Ongoing

DG/ECU/93/005 PROGRAMA DE MODERNIZACION DEL SECTOR ELECTRICO	95/05	188,378	119,552
MP/ECU/95/136 PREPARATION OF INVESTMENT PROJECT IN A PLANT (ELASTA) FOR THE PRODUCTION OF POLYURETHANE FLEXIBLE FOAM FOR AUTOMOTIVE INDUSTRY	95/08	15,000	5,748
NC/ECU/97/021 (former NC/ECU/94/01D) WASTE MINIMIZATION DEMONSTRATION AND POLICY ADVICE	94/11	111,100	86,513
UC/ECU/97/156 PREPARATORY ASSISTANCE IN THE PREPARATION AND MANAGEMENT OF INDUSTRIAL POLICIES	97/12	40,000	34,755

Project Number Project Title	Approval Date	Budget	Delivery
US/ECU/91/219 ESTABLISHMENT OF AN ENVIRONMENTAL MANAGEMENT SYSTEM TO GUIDE THE INDUSTRIAL DEVELOPMENT OF THE AMAZONIAN REGION OF MEMBER COUNTRIES - AMAZONIAN COOPERATION TREATY	92/12	330,000	276,795
US/ECU/96/080 ESTABLISHMENT OF A MODEL SMALL-SCALE AGRO-INDUSTRIAL UNIT FOR MANUFACTURING OF FINE CHOCOLATE PRODUCTS	97/02	207,000	166,006
<b>Completed</b>			
US/ECU/94/053 DESIGN OF AN INTEGRATED DEVELOPMENT PROGRAMME FOR THE WOODEN FURNITURE INDUSTRIAL SYSTEM	94/07	181,605	181,603

## EGYPT

### Newly Approved

TF/EGY/96/001 UNIDO/ITALIAN INVESTMENT PROMOTION UNIT IN EGYPT	98/02	619,725	501,257
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### Ongoing

MP/EGY/93/138 PHASE-OUT OF THE USE OF CFC-12 IN THE MANUFACTURE OF EXTRUDED POLYSTYRENE FOAM AT ADVECHEMS	93/09	904,000	903,661
MP/EGY/95/038 PHASING OUT ODS: ALASKA, HELWAN COMPANY FOR METALLIC APPLIANCES, IBERNA, EL NASR COMPANY FOR ELECTRIC AND ELECTRONIC APPARATUS, SILTAL AND SUPER BOSH DOMESTIC REFRIGERATION PLANTS	95/02	5,496,772	5,230,804
MP/EGY/96/038 CONVERSION OF CLEANING PROCESSES FROM CFC-113 AND 1,1,1 TCA TO SEMI-AQUEOUS CLEANING AT ARAB INTERNATIONAL OPTRONICS	96/01	48,533	0
MP/EGY/96/048 INSTITUTIONAL STRENGTHENING PROJECT FOR THE MONTREAL PROTOCOL-RELATED ACTIVITIES: PHASE II	96/02	175,630	177,071
MP/EGY/96/088 CONVERSION OF CLEANING PROCESSES FROM 1,1,1 TCA TO CLEANING IN PERCHLOROETHYLENE AT ABBASOL	96/06	154,544	152,132
MP/EGY/96/089 CONVERSION OF CLEANING PROCESSES FROM 1,1,1 TCA TO AQUEOUS CLEANING AT TECHNOPOLE	96/06	125,249	125,000
MP/EGY/97/068 PROJECT PREPARATION IN THE SOLVENT SECTOR	97/06	15,000	8,291

### Completed

MP/EGY/94/417 PHASING OUT ODS AT THE REFRIGERATOR PLANTS OF DELTA INDUSTRIAL COMPANY	94/09	2,474,824	2,474,969
MP/EGY/96/037 CONVERSION OF ELECTRONIC CLEANING PROCESSES FROM ODS SOLVENTS TO NON-ODS CLEANING AT THREE ELECTRONIC COMPANIES	96/01	227,203	227,203
MP/EGY/96/039 CONVERSION OF CLEANING PROCESSES FROM 1,1,1 TCA TO AQUEOUS CLEANING AT SILTAL	96/01	48,288	48,288

## EL SALVADOR

### Newly Approved

US/ELS/97/502 ESTABLISHMENT AND OPERATION OF A NATIONAL CLEANER PRODUCTION CENTRE	98/12	958,000	0
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## ERITREA

### Newly Approved

XA/ERI/98/611 NATIONAL INDUSTRIAL STATISTICS PROGRAMME	98/02	71,000	30,066
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Project Number Project Title	Approval Date	Budget	Delivery
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## ETHIOPIA

### Newly Approved

US/ETH/98/005 DESIGN OF AN INTEGRATED DEVELOPMENT PROGRAMME FOR AGRICULTURAL MACHINERY AND TOOLS	98/05	53,097	0
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### Ongoing

DP/ETH/93/005 NATIONAL LEATHER AND FOOTWEAR INDUSTRY SCHEME	94/06	635,418	597,073
TF/ETH/96/C10 CONTRIBUTION TO THE REDUCTION OF POST HARVEST LOSSES THROUGH TRAINING AND EXTENSION SERVICES FOCUSING ON WOMEN	97/07	730,006	0
US/ETH/97/031 TANNERY POLLUTION CONTROL THROUGH CLEANER TECHNOLOGY	97/08	581,000	11,364

### Completed

DG/ETH/94/237 PRODUCTIVITY OF QUALITY OF LEATHER FOOTWEAR MANUFACTURING IMPROVED	95/10	225,400	209,450
NC/ETH/92/006 DIAGNOSTIC SURVEY OF REHABILITATION NEEDS	92/10	141,700	88,851
UC/ETH/96/220 AGRO-MACHINERY PROGRAMME: PREPARATORY ASSISTANCE	97/01	59,385	59,385

## FIJI

### Ongoing

NC/FIJ/97/003 TECHNOLOGY POLICY DIAGNOSTIC REVIEW	97/05	30,400	25,284
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## GAMBIA

### Ongoing

DG/GAM/97/103 EXPOSURE TO NEW TECHNOLOGY	97/08	118,750	17,537
DG/GAM/97/106 MARKET ASSESSMENT	97/08	26,850	26,850
DG/GAM/97/107 NEW INVESTMENT AREAS	97/08	32,000	31,323
DG/GAM/97/108 SKILLS/PRODUCTION CENTRES	97/08	28,000	0
MP/GAM/97/095 REFRIGERANT RECOVERY AND RECYCLING SCHEME	97/06	68,000	59,343

### Completed

XA/GAM/98/624 NATIONAL INDUSTRIAL STATISTICS PROGRAMME	98/02	25,639	25,639
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## GHANA

### Ongoing

DP/GHA/92/007 PRE-INVESTMENT STUDY FOR THE GHANA FISH INDUSTRIES INVESTMENT PROGRAMME	93/05	481,457	477,854
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### Completed

NC/GHA/97/009 (former NC/GHA/95/01D) POVERTY REDUCTION PROGRAMME	96/08	40,000	39,492
US/GHA/89/057 UTILIZATION OF LOCALLY PRODUCED SORGHUM IN THE MALT AND BEER PROCESSING: PHASE I AND II	89/10	698,408	698,408

Project Number Project Title	Approval Date	Budget	Delivery
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## GUATEMALA

### Newly Approved

US/GUA/97/503 ESTABLISHMENT AND OPERATION OF A NATIONAL CLEANER PRODUCTION CENTRE	98/12	958,000	0
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### Ongoing

MP/GUA/97/128 DEMONSTRATION PROJECT: FOUR ALTERNATIVES TO THE USE OF METHYL BROMIDE: STEAM PASTEURIZATION, NON-SOIL CULTIVATION, SOLARIZATION, AND LOW-DOSE CHEMICALS IN COMBINATION WITH AN INTEGRATED PEST MANAGEMENT SYSTEM	97/07	440,000	235,627
NC/GUA/95/01D EVALUATION FOR INDUSTRIAL DECENTRALIZATION IN THREE DEPARTMENTS OF ZONAPAZ: QUICHE, HUEHUETENANGO AND ALTA VERAPAZ	95/11	120,000	109,083

## GUINEA

### Ongoing

DP/GUI/91/011 ASSISTANCE INTEGREE AUX PME: PHASE II	92/07	3,229,730	3,052,154
DP/GUI/92/008 ASSISTANCE A LA GESTION STRATEGIQUE DU DEVELOPPEMENT INDUSTRIEL	94/03	1,082,714	994,360
MP/GUI/97/035 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR	97/03	20,000	11,000
MP/GUI/97/096 REFRIGERANT RECOVERY AND RECYCLING SCHEME	97/06	80,780	68,895

## GUINEA-BISSAU

### Ongoing

NC/GBS/97/001 (former NC/GBS/96/01D) RENFORCEMENT DE L'ENVIRONNEMENT DE L'INVESTISSEMENT EN GUINEE-BISSAU: REVISION DU CODE DES INVESTISSEMENTS ET FAISABILITE D'UN CENTRE NATIONAL DE PROMOTION DES INVESTISSEMENTS	96/12	70,000	61,127
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## GUYANA

### Ongoing

MP/GUY/97/204 PHASING OUT ODS AT GUYANA REFRIGERATOR LTD.	97/12	461,000	455,726
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### Completed

MP/GUY/96/044 ODS PHASE-OUT AT A DOMESTIC REFRIGERATION PLANT: GUYANA REFRIGERATION LTD.	96/01	14,318	14,318
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## HAITI

### Ongoing

TF/HAI/94/D10 STRENGTHENING THE MINISTERE DU COMMERCE ET DE L'INDUSTRIE THROUGH THE ESTABLISHMENT OF A PILOT FLEXIBLE NATIONAL MANAGEMENT SYSTEM	96/05	127,000	64,465
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## HONDURAS

### Newly Approved

MP/HON/98/019 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	24,613
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### Ongoing

MP/HON/97/043 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR	97/03	30,000	8,569
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Project Number Project Title	Approval Date	Budget	Delivery
NC/HON/94/01D DESARROLLO DE NUEVAS FORMAS DE ORGANIZACION EMPRESARIAL EN LAS PEQUENAS Y MEDIANAS INDUSTRIAS	94/03	100,000	78,000
US/HON/93/111 DEVELOPMENT, RESTRUCTURING AND MODERNIZATION OF THE INDUSTRIAL SECTOR	94/07	680,600	685,242

## HUNGARY

### Ongoing

TF/HUN/94/F90 HOSPITAL WASTE MANAGEMENT	96/02	179,646	144,316
US/HUN/96/093 HUNGARIAN CLEANER PRODUCTION CENTRE	96/09	444,000	225,287

### Completed

DG/HUN/94/002 DEVELOPMENT AND PROMOTION OF QUALITY AWARENESS CAMPAIGN	94/12	115,113	115,113
TF/HUN/90/901 UK/UNIDO INDUSTRIAL DEVELOPMENT SUPPORT PROGRAMME FOR HUNGARY: PROJECT DEVELOPMENT FACILITY	90/09	38,867	38,868
TF/HUN/90/912 COMPANY-WIDE QUALITY CONTROL FOR INDUSTRY DEVELOPMENT IN HUNGARY	92/10	261,059	260,981
TF/HUN/90/916 START-UP ASSISTANCE FOR THE HUNGARIAN QUALITY DEVELOPMENT CENTRE FOR INDUSTRY AND TRADE	95/07	99,115	98,208
TF/HUN/94/A90 QUALIFIED PERSON FOR THE PHARMACEUTICAL INDUSTRY	94/12	132,500	131,544
TF/HUN/94/B90 GUIDELINES FOR GOOD MANUFACTURING PRACTICE FOR THE HUNGARIAN FOOD INDUSTRY	95/04	115,000	114,910
TF/HUN/94/E90 REDUCTION OF AIR POLLUTION AT DUNAFERR	95/07	176,000	136,097
US/HUN/98/008 UT/HUN/98/008 UNIDO CONTRIBUTION TO THE SME FORUM AND CONFERENCE IN BUDAPEST	98/03	8,626	8,626

## INDIA

### Newly Approved

MP/IND/98/023 PREPARATION OF INVESTMENT PROJECTS IN THE SOLVENT (CFC-113) SECTOR AT HARBANS LAL MALHOTRA & SONS LTD.	98/04	25,000	3,172
MP/IND/98/040 CONVERSION OF PRECISION CLEANING AND COATING PROCESSES FROM ODS SOLVENTS TO HEAT CLEANING TECHNOLOGIES AND ODS FREE SOLVENT COATING AT MALHOTRA SHAVING PRODUCTS LTD.	98/08	255,112	1
MP/IND/98/078 CONVERSION OF PRECISION CLEANING AND COATING PROCESSES FROM ODS SOLVENTS TO HEAT CLEANING TECHNOLOGIES AND ODS FREE SOLVENT COATING AT LAL MALHOTRA & SONS LTD.	98/12	308,899	0
US/IND/97/148 RESTRUCTURING AND MODERNIZING SSE CLUSTERS	98/09	613,000	0
US/IND/98/009 UT/IND/98/009 STRENGTHENING INDUSTRIAL CAPACITIES AND PROMOTING CLEANER AND SUSTAINABLE DEVELOPMENT OF THE PHARMACEUTICAL INDUSTRY IN INDIA AND IN THE ASIAN REGION	98/06	40,000	39,637
US/IND/98/029 UT/IND/98/029 INDIA INTECHMART FOR THE STATE OF GUJARAT	98/08	129,000	115,825
US/IND/98/071 STRENGTHENING TECHNOLOGY BUREAU FOR INTERNATIONAL INDUSTRIAL PARTNERSHIPS (INVESTMENT AND TECHNOLOGY PROMOTION INITIATIVE: PHASE II)	98/09	488,000	3,992
US/IND/98/074 UT/IND/98/074 INTEGRATED INVESTMENT AND TECHNOLOGY PROMOTION PROGRAMME FOR THE STATE OF WEST BENGAL	98/12	129,000	149

Project Number Project Title	Approval Date	Budget	Delivery
<b>Ongoing</b>			
DG/IND/90/034 SETTING UP OF PRECISION MECHANICAL DESIGN AND ASSOCIATED FACILITIES FOR ELECTRONICS INDUSTRY	90/10	573,461	485,666
DG/IND/92/316 JUTE FOR INTERNATIONAL QUALITY SPECIALITY PULP	94/02	1,017,161	1,007,197
DG/IND/92/401 ASSISTANCE TO THE CENTRAL FOOTWEAR TRAINING CENTRE: AGRA	93/06	997,223	985,740
DG/IND/92/402 ASSISTANCE TO THE CENTRAL FOOTWEAR TRAINING CENTRE: MADRAS	93/06	847,630	861,792
DG/IND/92/404 ASSISTANCE TO THE CENTRAL LEATHER RESEARCH INSTITUTE: MADRAS	93/06	2,188,913	2,163,819
DG/IND/92/405 ASSISTANCE TO THE FOOTWEAR DESIGN AND DEVELOPMENT INSTITUTE: NOIDA	93/06	1,306,509	1,323,412
DG/IND/92/407 ASSISTANCE TO THE INDIAN INSTITUTE OF LEATHER PRODUCTS: MADRAS	93/06	655,980	651,800
DG/IND/92/410 ASSISTANCE TO THE PROTOTYPE DEVELOPMENT AND TRAINING CENTRE: MADRAS	93/06	386,296	386,427
DG/IND/92/412 GOVERNMENT OF WEST BENGAL LEATHER GOODS PROJECT: CALCUTTA	96/12	1,083,948	996,605
DG/IND/93/004 INSTITUTE FOR AUTO PARTS TECHNOLOGY	94/05	3,682,433	2,694,173
DG/IND/93/035 INSTITUTE FOR MACHINE TOOLS TECHNOLOGY	94/05	2,991,381	1,880,175
DG/IND/94/032 SITARC PUMP INSTITUTE	96/01	657,790	456,366
DP/IND/90/010 PROGRAMME FOR THE IMPROVEMENT OF THE GLASS INDUSTRY: FIROZABAD	90/07	1,753,200	1,508,475
DP/IND/90/014 ESTABLISHMENT OF A CENTRE FOR ELECTRONICS DESIGN AND TECHNOLOGY ON PROCESS CONTROL AND INSTRUMENTATION	90/06	1,761,027	1,746,228
DP/IND/90/018 ASSISTANCE TO THE CENTRE FOR VERY LARGE-SCALE INTEGRATED DESIGN AND PROTOTYPING	90/06	2,325,718	2,286,740
DP/IND/90/037 STRENGTHENING THE HAND-MADE PAPER INDUSTRY	91/01	711,278	707,325
DP/IND/91/026 METALS AND PLASTICS INDUSTRIES SERVICE AND TRAINING CENTRE	91/09	2,033,695	1,698,822
MP/IND/93/164 PROJECT FORMULATION FOR PHASING OUT ODS IN UNORGANIZED SECTOR	93/11	55,000	54,865
MP/IND/94/423 CONVERSION OF ELECTRONIC CLEANING PROCESSES FROM ODS SOLVENTS TO AQUEOUS CLEANING AT ITI MANKAPUR	94/11	610,160	608,088
MP/IND/96/034 CONVERSION OF ELECTRONIC CLEANING PROCESSES FROM ODS SOLVENTS TO NO-CLEAN AND HYDROCARBON CLEANING TECHNOLOGIES AT ERL-BANGALORE	96/01	192,421	192,392
MP/IND/97/208 PREPARATION OF AN INVESTMENT PROJECT FOR PHASING OUT ODS IN THE REFRIGERATION SECTOR	97/12	50,000	20,140
TF/IND/95/001 PREPARATORY ACTIVITIES FOR THE ESTABLISHMENT OF AN INTERNATIONAL CENTRE FOR ADVANCEMENT OF MANUFACTURING TECHNOLOGY	96/04	150,000	127,602
UC/IND/96/092 ENVIRONMENTAL AND SUSTAINABLE DEVELOPMENT OF THE AGRA-MATHURA-FEROZABAD IN TRAPEZIUM UTTAR PRADESH	96/04	87,400	71,742
US/IND/93/140 ESTABLISHMENT OF THE LIGNITE FUEL AND ENERGY RESEARCH INSTITUTE	94/05	1,266,400	1,148,715
US/IND/96/165 ANALYSING THE IMPACT OF INDUSTRIAL WATER PRICE REFORMS ON EFFLUENT DISCHARGES, CONSERVATION AND RECYCLING MEASURES: A CASE STUDY OF THE STEEL INDUSTRY	96/11	38,500	36,785
US/IND/96/205 UT/IND/96/205 IMPLEMENTATION OF THE BUILD-OPERATE-TRANSFER PROJECTS: WORKSHOP, NEW DELHI	97/04	35,569	27,655
US/IND/97/069 UT/IND/97/069 INDIA INTECHMART FOR MADHYA PRADESH STATE	97/09	105,000	81,825

Project Number Project Title	Approval Date	Budget	Delivery
US/IND/97/124 ASSISTANCE IN TREATMENT OF TANNERY EFFLUENT IN THE STATE OF TAMILNADU: PHASE II - TERTIARY TREATMENT AND UTILIZATION AND DISPOSAL OF SLUDGE	97/07	367,000	98,873
<b>Completed</b>			
BR/IND/92/004 STRENGTHENING THE TRAINING CAPABILITY OF THE CENTRAL INSTITUTE OF PLASTICS ENGINEERING AND TECHNOLOGY	94/06	716,766	631,249
DG/IND/91/025 COMPUTER INTEGRATED MANUFACTURING	91/12	875,398	825,086
DP/IND/89/128 STRENGTHENING OF PESTICIDE DEVELOPMENT CENTRE: PHASE II	89/10	2,169,795	2,179,942
DP/IND/89/133 PROCESS AND PRODUCT DEVELOPMENT CENTRE FOR ESSENTIAL OILS, KANNAUJ	90/03	616,000	615,799
MP/IND/93/162 PROJECT FORMULATION FOR THE CONVERSION OF ELECTRONIC CLEANING PROCESSES FOR CFC -113/ALCOHOL BLENDED SOLVENTS AND 1,1,1 TRICHLOROETHANE TO NON-CFC CLEANING	93/11	74,000	74,004
MP/IND/93/163 FEASIBILITY STUDY FOR THE RECOVERY AND RECYCLING OF CFC REFRIGERANTS	93/11	12,061	12,061
MP/IND/96/083 CONVERSION OF ELECTRONIC CLEANING PROCESSES FROM ODS SOLVENTS TO SEMI-AQUEOUS CLEANING AND NO-CLEAN SOLDERING TECHNOLOGIES AT ITI BANGALORE	96/07	106,976	106,976
NC/IND/95/01D FORMULATION OF A TECHNICAL ASSISTANCE PROGRAMME TO SUPPORT THE MODERNIZATION AND RESTRUCTURING OF CLUSTERS OF SMALL- AND MEDIUM-SCALE INDUSTRIES	96/03	97,950	96,524
NC/IND/97/201 COMPARATIVE STUDY OF PROMOTIONAL FRAMEWORK FOR DEVELOPMENT OF INDUSTRIAL SUBCONTRACTING WITH SSI'S IN INDIA AND SELECTED ASIAN COUNTRIES	98/02	17,368	15,739
US/IND/90/244 ASSISTANCE IN TREATMENT OF TANNERY EFFLUENTS	90/12	1,539,319	1,539,303
US/IND/95/051 FACT-FINDING STUDY TOUR FOR INDIAN DELEGATES TO OBSERVE THE CHINESE EXPERIENCE IN PROMOTING RURAL AND TOWNSHIP INDUSTRIES	96/11	37,954	37,954
US/IND/96/101 UT/IND/96/101 INVESTMENT AND TECHNOLOGY PROMOTION INITIATIVE: PROMOTION OF INDUSTRIAL COOPERATION BETWEEN COMPANIES FROM INDIA AND DEVELOPED/DEVELOPING COUNTRIES	96/06	981,676	843,677

## INDONESIA

### Newly Approved

MP/INS/97/210 PREPARATION OF AN INVESTMENT PROJECT FOR PHASING OUT ODS AT THREE ENTERPRISES INCLUDING THE COMPANIES NIRWANA AND P.T. SUCCESS	98/01	20,000	3,543
MP/INS/98/107 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN STORED PRODUCTS (RICE, COFFEE AND CORN)	98/12	332,200	0
XP/INS/98/021 URGENT FOLLOW-UP TO THE INDUSTRIAL SECTOR PROGRAMME: REVIEW MISSION	98/02	14,500	14,500

### Ongoing

MP/INS/95/013 PROJECT FORMULATION FOR PHASING OUT ODS IN SMALL- AND MEDIUM-SCALE INDUSTRIES	95/01	80,000	56,743
MP/INS/96/116 INVESTMENT PROJECT FOR PHASING OUT ODS AT P.T. NAVIRI KENCANA PERDANA	96/06	377,382	363,986
MP/INS/97/037 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE AEROSOL AND FOAM SECTORS	97/03	20,000	13,126
MP/INS/97/103 PHASING OUT CFC-11 AT P.T. ELASTINO SATYAJAYA FLEXIBLE POLYURETHANE FOAM PLANT	97/06	75,943	73,334
MP/INS/97/104 PHASING OUT CFC-11 AT P.T. WINNERFOAM ABADI	97/06	79,472	73,333
MP/INS/97/105 PHASING OUT CFC-11 AT PANCA DUTA FOAM INDUSTRY	97/07	86,955	73,333
MP/INS/97/106 PHASING OUT ODS AT P.T. JALUR SEJUK	97/06	171,470	142,845
NC/INS/97/024 (former NC/INS/94/01D) STRATEGIC MANAGEMENT APPROACH TO INDUSTRIAL DEVELOPMENT	94/12	100,000	88,349

Project Number Project Title	Approval Date	Budget	Delivery
NC/INS/97/025 (former NC/INS/95/01D) PROGRAMME TO SUPPORT THE RESTRUCTURING AND COMPETITIVENESS OF SMALL AND MEDIUM INDUSTRIAL CLUSTERS WITH PARTICULAR EMPHASIS ON AGRO-INDUSTRIAL CLUSTERS	96/09	103,170	91,692
US/INS/92/120 ASSISTANCE IN POLLUTION CONTROL AND TREATMENT OF TANNERY EFFLUENT IN TWO SELECTED AREAS	93/12	611,504	490,595
US/INS/95/101 ADVISORY SERVICES FOR SEISMIC ISOLATION OF HOSPITAL BUILDINGS USING NATURAL RUBBER-BASED BEARINGS	95/09	75,220	58,201
<b>Completed</b>			
DG/INS/90/019 MODERNIZATION OF THE FOUNDRY INDUSTRY	93/06	675,456	671,063
MP/INS/96/007 PHASING OUT OF ODS AT P.T. AIR TECH COMPANY LTD.	96/01	409,850	411,375
US/INS/93/169 BUILDING UP OF RAILWAY WHEELS	94/08	341,756	341,756

### IRAN, ISLAMIC REPUBLIC OF

#### Newly Approved

MP/IRA/98/086 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT WITH HCFC-141B AND CFC-12 REFRIGERANT WITH HFC-134A IN MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT AT SOBOUHI REFRIGERATION	98/12	237,847	0
MP/IRA/98/087 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT WITH HCFC-141B AND CFC-12 REFRIGERANT WITH HFC-134A IN MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT AT YAZD ARG METAL, YAZD SARDIN AND SHERVIN ELECTRIC	98/12	743,990	0

#### Ongoing

DG/IRA/93/002 ESTABLISHMENT OF KILKA FISH-PROCESSING AND TRAINING PILOT FACILITIES	93/12	927,641	854,991
MP/IRA/94/403 CONVERSION OF DOMESTIC REFRIGERATOR PRODUCTION FACILITIES TO PHASE OUT CFC-11 AND CFC-12	94/03	8,906,390	8,831,933
MP/IRA/95/126 PHASING OUT OF CFC-11 THROUGH CONVERSION OF RIGID POLYURETHANE-FOAM MANUFACTURED USING CONTINUOUS LAMINATION	95/08	2,571,250	2,472,768
MP/IRA/96/041 CONVERSION OF DOMESTIC REFRIGERATOR PRODUCTION FACILITIES TO PHASE OUT CFC-12 AND CFC-11 (2ND GROUP) AT FARITZ IRAN, GADOOK, LORESTAN, MOVALLED, PARS MACHINE AND PARS MONARK	96/02	3,187,636	3,170,539
MP/IRA/97/032 PROJECT FORMULATION IN THE COMMERCIAL REFRIGERATION SECTOR (REMAINING ENTERPRISES), COMPRESSORS AND THE FOAM SECTORS	97/03	50,000	43,833
MP/IRA/97/085 PHASING OUT OF CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT SAFOAM COMPANY	97/06	487,125	1,826
MP/IRA/97/086 PHASING OUT CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT SHIZAR COMPANY	97/06	487,125	0
MP/IRA/97/087 PHASING OUT OF CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT URETHANE SYSTEMS COMPANY	97/06	487,125	0
MP/IRA/97/164 PREPARATION OF AN INVESTMENT PROJECT IN THE FOAM SECTOR FOR PHASING OUT ODS AT THREE ENTERPRISES INCLUDING BAHAMAN PLASTIC	97/12	10,000	1,000
MP/IRA/97/165 PHASING OUT OF CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT MASHHAD FOAM	97/12	503,330	3,117
MP/IRA/97/196 PHASING OUT ODS AT ELECTRO STEEL COMPANY	97/12	898,159	679,761
MP/IRA/97/197 PHASING OUT ODS AT ZAGROSS II COMPANY	97/12	444,858	401,838
MP/IRA/97/199 PHASING OUT ODS AT YAKH SARAN COMPANY	97/12	458,663	377,912



Project Number Project Title	Approval Date	Budget	Delivery
MP/IRA/97/201 PHASING OUT ODS AT YAKH CHAVAN MANUFACTURING COMPANY	97/12	527,802	501,360
NC/IRA/94/01D INDUSTRIAL SECTOR SURVEY ON THE POTENTIAL FOR NON-OIL MANUFACTURED EXPORTS	96/03	107,000	84,509
<b>Completed</b>			
SF/IRA/90/901 DETAILED STUDY FOR THE ESTABLISHMENT OF THE SHAHID MODARRES INDUSTRIAL PHARMACEUTICAL COMPLEX	91/07	252,468	252,469
SF/IRA/91/004 ENGINEERING AND TECHNOLOGICAL COOPERATION WITH IRAN ITOK ENGINEERING AND TECHNOLOGICAL COMPANY	92/08	38,771	38,768

## IRAQ

### Ongoing

DP/IRQ/87/008 STRENGTHENING OF CENTRAL ORGANIZATION FOR STANDARDIZATION AND QUALITY CONTROL	88/05	331,965	248,166
DP/IRQ/95/001 REHABILITATION OF THE CHLORINE PLANT AT BASRAH	95/09	2,036,776	1,579,666

## JAMAICA

### Newly Approved

MP/JAM/98/082 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN STRUCTURAL AND COMMODITY FUMIGATION	98/12	102,850	0
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### Ongoing

DP/JAM/94/002 STRENGTHENING THE COMPETITIVENESS OF THE JAMAICAN MANUFACTURING SECTOR AND SUBSECTORS WITH SPECIAL EMPHASIS ON SMALL AND MEDIUM ENTERPRISES	94/07	598,739	587,764
DP/JAM/97/001 STRENGTHENING THE COMPETITIVENESS OF THE JAMAICAN MANUFACTURING SECTOR WITH SPECIAL EMPHASIS ON SMALL AND MEDIUM ENTERPRISES: PHASE II	97/08	996,500	720,898

## JORDAN

### Newly Approved

MP/JOR/98/018 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	26,535
MP/JOR/98/064 DEMONSTRATION PROJECT: THREE ALTERNATIVES TO THE USE OF METHYL BROMIDE: STEAM PASTEURIZATION, NON-SOIL CULTIVATION AND OPTIMAL USE OF SOIL FUMIGANTS IN COMBINATION WITH AN INTEGRATED PEST MANAGEMENT	98/08	385,000	60,902
MP/JOR/98/089 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT WITH HCFC-141B AND CFC-12 REFRIGERANT WITH HFC-134A IN MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT AT MAURICE AL-DEEK COMPANY	98/12	336,233	0
MP/JOR/98/090 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT WITH HCFC-141B AND CFC-12 REFRIGERANT WITH HFC-134A IN MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT AT SIX JORDANIAN COMPANIES	98/12	305,764	0

### Ongoing

MP/JOR/94/418 PHASING OUT ODS AT MIDDLE EAST ELECTRICAL INDUSTRIES COMPANY LTD.	94/09	883,153	870,485
MP/JOR/94/419 PHASING OUT ODS AT THE NATIONAL REFRIGERATION COMPANY	94/09	813,887	807,276
MP/JOR/94/420 PHASING OUT ODS AT THE HOUSEHOLD APPLIANCES MANUFACTURING COMPANY LTD.	94/09	775,602	767,625
MP/JOR/95/009 INVESTMENT PROJECTS IN COMMERCIAL REFRIGERATION, AIR CONDITIONING, FOAM AND HALON SECTORS: PREPARATORY ASSISTANCE	95/01	50,000	45,513
MP/JOR/96/194 PHASING OUT CFCs: ABDIN INDUSTRIAL ESTATE COMPANY	96/11	116,928	116,222

Project Number Project Title	Approval Date	Budget	Delivery
MP/JOR/97/191 PHASING OUT CFC AT THE IHSAN AND TAHSEEN BAALBAKI COMPANY.	97/12	545,103	518,068
<b>KAZAKHSTAN</b>			
<b>Newly Approved</b>			
DP/KAZ/98/009 ATYRAU BUSINESS DEVELOPMENT CENTRE	98/11	364,100	10,450
<b>Ongoing</b>			
DP/KAZ/95/003 PROMOTION OF SMALL AND MEDIUM PRIVATE ENTERPRISES	95/10	480,000	394,828
<b>KENYA</b>			
<b>Newly Approved</b>			
MP/KEN/98/165 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE FOR SOIL FUMIGATION IN CUT FLOWERS AT KENYA AGRICULTURAL RESEARCH INSTITUTE	98/04	328,900	16,447
<b>Ongoing</b>			
DP/KEN/94/010 ASSISTANCE TO MOTOR MECHANIC ZIWANI JUA KALI	95/04	607,291	566,708
MP/KEN/94/401 CFC PHASE-OUT PROJECT AT KENYA COLD STORAGES LTD. AND ITS SUBSIDIARY COMPANIES: HALL EQUATORIAL LTD., PREMIER REFRIGERATION AND ENGINEERING LTD., REFRIGERATION SERVICE LTD.	94/03	511,229	498,260
MP/KEN/96/124 PHASING OUT CFCS AT AESTHETICS LIMITED	96/07	55,000	55,525
MP/KEN/96/125 PHASING OUT CFCS AT MIRAGE INDUSTRIES LTD.	96/06	47,250	46,277
MP/KEN/97/179 CONVERSION OF ODS CLEANING PROCESSES FROM TCA TO AQUEOUS CLEANING AND CLEANING WITH TCE AT KENYAN RAILWAYS CENTRAL WORKSHOP	97/12	205,524	205,510
NC/KEN/97/013 ECOLOGICAL SUSTAINABLE INDUSTRIAL DEVELOPMENT	97/05	134,080	125,130
US/KEN/95/049 WOMEN ENTREPRENEURS FOR INDUSTRIAL GROWTH IN THE TEXTILE SUBSECTOR	95/08	809,735	795,546
<b>Completed</b>			
DP/KEN/90/009 DEMONSTRATION AND TRAINING FOR JUA KALIS	90/08	817,695	811,816
IW/KEN/91/W01 KARACHUONYO WOMEN'S POTTERY	91/10	175,320	175,580
MP/KEN/95/137 IDENTIFICATION AND PREPARATION OF PROJECTS IN THE SOLVENTS AND AEROSOLS SECTORS	95/08	14,040	14,039
NC/KEN/94/01D ASSESSMENT OF THE GLOBAL COMPETITIVENESS OF KENYA'S INDUSTRIES	94/08	115,000	82,922
US/KEN/96/077 INTRODUCTION OF MAINTENANCE MANAGEMENT SYSTEM IN MINI STEEL MILLS	96/02	41,024	41,023
<b>KIRIBATI</b>			
<b>Ongoing</b>			
DG/KIR/93/002 ASSISTANCE TO PRIVATE SECTOR DEVELOPMENT PROGRAMME	97/08	255,000	240,379
<b>KUWAIT</b>			
<b>Completed</b>			
DP/KUW/92/003 ECOTOXICOLOGY AND MARINE ECOLOGY STUDIES IN POST WAR KUWAIT	93/03	340,365	339,762

### KYRGYZSTAN

#### Ongoing

DG/KYR/97/001 SUPPORT TO SMALL AND MEDIUM ENTERPRISES DEVELOPMENT	97/06	313,848	304,159
TF/KYR/95/A10 EXPORT-ORIENTED INVESTMENT PROMOTION ASSISTANCE WITHIN THE FRAMEWORK OF THE SOUTH-SOUTH ECONOMIC COOPERATION	96/07	88,496	60,464

#### Completed

NC/KYR/97/001 SMALL AND MEDIUM ENTERPRISES DEVELOPMENT PROGRAMME	97/04	22,500	20,549
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### LAO PEOPLE'S DEMOCRATIC REPUBLIC

#### Newly Approved

NC/LAO/98/01D CAPACITY-BUILDING AND ASSISTANCE ON THE BUILD-OPERATE-TRANSFER INVESTMENT MODE	98/04	49,500	42,256
US/LAO/97/142 ASSISTANCE IN INDUSTRIAL STATISTICS TO THE MINISTRY OF INDUSTRY AND HANDICRAFTS	98/07	11,400	8,881

#### Completed

UC/LAO/95/055 ASSISTANCE TO THE NATIONAL CENTRE FOR MEDICAL REHABILITATION IN IMPROVING THE MANUFACTURE OF ORTHOTICS AND PROSTHETICS: PREPARATORY PHASE	95/05	24,252	24,252
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### LEBANON

#### Ongoing

MP/LEB/95/072 PROJECT FORMULATION FOR THE PHASE-OUT OF ODS IN THE REFRIGERATION SECTOR (WEATHER-MATE AND OPACO LTD.)	95/04	15,000	12,068
MP/LEB/96/122 INVESTMENT PROJECT FOR PHASING OUT CFCS AT COSMALINE INDUSTRIES A.L.	96/06	212,500	212,500
MP/LEB/97/084 PHASING OUT OF CFCS AT LEBANESE MODERN INDUSTRIAL AND TRADING COMPANY	97/06	1,313,121	1,085,066
NC/LEB/97/012 (former NC/LEB/95/01D) DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES	96/09	56,000	47,649
US/LEB/96/167 INVESTMENT PROMOTION PROGRAMME FOR LEBANON	97/01	151,600	131,123

#### Completed

MP/LEB/96/123 INVESTMENT PROJECT FOR PHASING OUT CFCS AT ZEENNI'S TRADING AGENCY	96/06	351,874	351,874
MP/LEB/96/178 PHASING OUT CFC-11 AT NASRI KARAM AND SONS	96/11	100,109	99,844
MP/LEB/97/020 PHASING OUT CFC-11 AT E.T.S. HENRI ABDALLAH P.F.M.	97/03	81,291	80,580
NC/LEB/94/01D SUPPORT TO POLICY FORMULATION FOR SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PRESERVATION	95/03	57,292	57,292

### LESOTHO

#### Ongoing

DP/LES/94/005 SMALL AND MEDIUM INDUSTRY DEVELOPMENT AND INFORMAL SECTOR PROMOTION	95/03	2,007,575	1,819,719
TF/LES/94/F10 LESOTHO PRIVATIZATION AND PRIVATE SECTOR DEVELOPMENT PROJECT - INDUSTRIAL RESTRUCTURING ASSISTANCE TO SELECTED STATE OWNED ENTERPRISES	96/05	258,881	259,694

Project Number Project Title	Approval Date	Budget	Delivery
<b>LIBYAN ARAB JAMAHIRIYA</b>			
<b>Ongoing</b>			
DP/LIB/97/002 SUSTAINABLE HUMAN RESOURCE DEVELOPMENT PROGRAMME FOR THE INDUSTRIAL SECTOR	97/03	906,000	46,030
DP/LIB/97/003 ADVISORY SERVICES TO THE PETROCHEMICAL INDUSTRIES	97/03	814,000	0
DP/LIB/97/004 BUILDING NATIONAL CAPACITY FOR INDUSTRIAL MAINTENANCE	97/03	960,000	508
SF/LIB/87/004 ASSISTANCE TO THE OIL TRAINING AND QUALIFYING INSTITUTE, TRIPOLI	88/11	1,882,695	1,779,382
<b>Completed</b>			
SF/LIB/84/004 ASSISTANCE TO THE GENERAL PIPE COMPANY, BENGHAZI	85/02	1,512,803	1,512,802
SF/LIB/86/001 TECHNICAL ASSISTANCE TO THE FATAYEH CEMENT FACTORY, DERNA	86/07	16,573,745	16,573,729
SF/LIB/88/006 TECHNICAL ASSISTANCE TO THE LIBYAN CEMENT COMPANY, BENGHAZI	88/12	12,240,106	12,221,118
SF/LIB/90/001 STUDY TOUR ON ARTIFICIAL LEATHER PRODUCTION AND PROCESSING AND ACQUISITION OF COMFAR PROGRAMME	90/06	3,599	3,599
<b>MADAGASCAR</b>			
<b>Newly Approved</b>			
DG/MAG/97/007 "GOUVERNANCE ET POLITIQUES PUBLIQUES" COMPOSANT 3 "APPUI AU SECTEUR PRIVE"	98/08	682,103	269,623
<b>Ongoing</b>			
DG/MAG/95/002 TF/MAG/96/001 DEVELOPPEMENT DES MICRO, PETITES ET MOYENNES ENTREPRISES - SOUS-PROGRAMME L'APPUI AU DEVELOPPEMENT DES PME/PMI	96/10	1,146,643	1,057,428
SF/MAG/94/001 SF/MAG/94/002 PROGRAMME POUR LE DEVELOPPEMENT INDUSTRIEL ECOLOGIQUEMENT DURABLE	95/03	726,440	663,973
<b>Completed</b>			
DP/MAG/92/005 PROMOTION DES INVESTISSEMENTS DANS LE SECTEUR DU TOURISM	92/05	253,631	253,634
US/MAG/95/054 PROGRAMME D'APPUI AU DEVELOPPEMENT DE LES PETITES ET MOYENNES ENTREPRISES/INDUSTRIES: ASSISTANCE PREPARATOIRE	95/08	71,604	71,603
<b>MALAWI</b>			
<b>Newly Approved</b>			
XA/MLW/98/627 NATIONAL LEATHER AND FOOTWEAR INDUSTRY SCHEME (NALFIS), PART OF THE REGIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME	98/02	288,000	170,679
<b>Ongoing</b>			
DG/MLW/92/021 TF/MLW/95/001 TF/MLW/97/001 SMALL ENTERPRISE DEVELOPMENT PROGRAMME: APPROPRIATE TECHNOLOGY COMPONENT	93/02	635,030	614,755
DG/MLW/92/022 SMALL ENTERPRISE DEVELOPMENT PROGRAMME: MARKETING COMPONENT	93/02	321,688	293,199
<b>Completed</b>			
DG/MLW/92/018 POLICY, PROMOTION AND MANAGEMENT SUPPORT UNIT	95/05	183,687	99,780

Project Number Project Title	Approval Date	Budget	Delivery
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## MALAYSIA

### Newly Approved

MP/MAL/98/024 PREPARATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR (RIGID POLYURETHANE) FOR CHON SON, NGUI SOON, MING SOON, YON TUCK	98/04	20,000	11,753
MP/MAL/98/083 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT BY HCFC-141B IN THE MANUFACTURE OF INSULATION PANELS AT MING SOON ENTERPRISE SDN.BHD.	98/12	48,799	0
MP/MAL/98/085 REPLACEMENT OF CFC-11 FOAM BLOWING AGENT BY HCFC-141B IN THE INSULATION OF GRP FISH BOXES AND FLOTATION BUOYS AT C.C. CHONG COMPANY	98/12	34,583	0

### Ongoing

DG/MAL/96/001 INDUSTRIAL TRANSITION IN MALAYSIAN ELECTRICAL AND ELECTRONICS PRODUCTS INDUSTRY	96/10	249,277	238,883
MP/MAL/96/020 PREPARATION OF AN INVESTMENT PROJECT IN THE FOAM SECTOR	96/01	40,000	38,724
MP/MAL/97/187 PHASING OUT ODS AT SUMMER TECHNOLOGIES SDN.BHD.	97/11	89,407	69,700
MP/MAL/97/188 PHASING OUT ODS AT VISDAMAX SDN.BHD.	97/11	139,959	78,858
MP/MAL/97/189 PHASING OUT ODS AT KEAN CHONG INDUSTRIES SDN.BHD.	97/11	107,819	69,700

### Completed

SF/MAL/89/001 TECHNICAL ASSISTANCE TO PETROLEUM RESEARCH INSTITUTE	91/04	139,966	139,968
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## MALI

### Ongoing

DP/MLI/96/004 PLATEFORMES MULTIFONCTIONNELLES POUR L'EMPLOI, L'EDUCATION ET LA SANTE DES FEMMES ET DES JEUNES RURAUX	96/09	1,255,118	1,223,102
US/MLI/96/106 DEVELOPPEMENT DE L'ENTREPRENARIAT FEMININ DANS LE SECTEUR AGRO-ALIMENTAIRE	96/08	952,000	635,414

## MALTA

### Completed

DG/MAT/97/001 ASSISTANCE IN THE ESTABLISHMENT AND OPERATIONALIZATION OF THE INSTITUTE FOR PROMOTION OF SMALL ENTERPRISE	97/08	9,000	8,480
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## MAURITANIA

### Newly Approved

DG/MAU/98/003 APPUI AU DEVELOPPEMENT DU SECTEUR PRIVE DANS LE CADRE DE LA LUTTE CONTRE LA PAUVRETE	98/12	312,000	10,400
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### Completed

DP/MAU/97/002 PREPARATION D'UN PROGRAMME D'APPUI AU DEVELOPPEMENT DU SECTEUR PRIVE	97/05	89,048	76,061
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## MAURITIUS

### Ongoing

DG/MAR/97/001 ELABORATION OF THE BUILD-OPERATE-TRANSFER FRAMEWORK IN MAURITIUS: PHASE II	97/11	84,480	20,111
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Project Number Project Title	Approval Date	Budget	Delivery
SF/MAR/96/001 ASSISTANCE IN ESTABLISHING AN INDUSTRIAL SUBCONTRACTING AND PARTNERSHIP EXCHANGE	97/06	131,412	108,039
<b>Completed</b>			
DG/MAR/93/005 SUPPORT FOR CAPACITY-BUILDING	97/01	14,350	14,200
DP/MAR/93/002 ESTABLISHMENT OF A CONSULTANCY SYSTEM FOR PRODUCTIVITY IMPROVEMENT IN THE SMALL AND MEDIUM INDUSTRIES IN THE EXPORT PROCESSING ZONES DEVELOPMENT AUTHORITY WITH SPECIAL EMPHASIS ON THE GARMENT SECTOR	93/11	357,080	353,733
NC/MAR/97/002 PROGRAMME POUR LA PROMOTION D'UN SALON INTERNATIONAL DE SOUS-TRAITANCE ET PARTENARIAT INDUSTRIEL, ITINERANT DANS L'OCEAN INDIEN	97/07	115,705	108,358

## MEXICO

### Newly Approved

MP/MEX/98/048 PHASING OUT CFC-11 AND CFC-12 WITH HCFC-141B AND HFC-134A AT PLASTICOS TECNICOS MEXICANOS IN THE MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT	98/08	398,439	9,288
MP/MEX/98/059 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN CULTIVATION OF TOMATOES, STRAWBERRIES, TOBACCO, MELONS AND CUT FLOWERS	98/08	790,350	20,237

### Ongoing

MP/MEX/97/176 PHASING OUT OF CFC AT TORREY S.A.	97/11	228,165	63,629
MP/MEX/97/177 PHASING OUT OF CFC AT VENDO S.A.	97/11	248,524	248,524
MP/MEX/97/190 PREPARATION OF AN INVESTMENT PROJECT FOR PHASING OUT ODS AT SEVERAL SMALL ENTERPRISES IN THE COMMERCIAL REFRIGERATION SECTOR	97/12	20,000	15,801
NC/MEX/97/012 (former NC/MEX/94/01D) TECHNICAL ASSISTANCE IN DECENTRALIZATION AND INDUSTRIAL POLICY: CAMPECHE, OAXACA, ZACATECAS	95/08	57,400	47,534

### Completed

MP/MEX/96/022 PREPARATION OF INVESTMENT PROJECTS	96/01	50,000	49,445
MP/MEX/97/174 PHASING OUT OF CFCS AT NIETO S.A.	97/11	353,976	353,976
MP/MEX/97/175 PHASING OUT OF CFCS AT CRIOTEC S.A.	97/11	240,794	240,794
TF/MEX/92/D10 DEMONSTRATION OF STEEL SCRAP RECYCLING	94/01	166,500	162,621

## MICRONESIA (FEDERATED STATES OF)

### Ongoing

DG/MIC/95/002 TF/MIC/96/001 CREATION OF MICRONESIA ENTREPRENEUR DEVELOPMENT CENTRE: PHASE II	96/02	1,039,406	942,415
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## MOROCCO

### Newly Approved

MP/MOR/98/013 PREPARATION OF INVESTMENT PROJECT IN THE COMMERCIAL REFRIGERATION SECTOR FOR ALLOM DU NORD AND OTHERS	98/04	15,000	6,510
MP/MOR/98/049 REPLACEMENT OF CFC-12 WITH HFC-134A FOR COMMERCIAL REFRIGERATION AT BATINOX	98/08	32,920	0
MP/MOR/98/050 REPLACEMENT OF CFC-12 WITH HFC-134A FOR COMMERCIAL REFRIGERATION AT ALLOM DU NORD	98/08	99,402	0
MP/MOR/98/096 REPLACEMENT OF CFC-12 WITH HFC-134A FOR COMMERCIAL REFRIGERATION AT SMIFAM	98/12	62,447	0

Project Number Project Title	Approval Date	Budget	Delivery
US/MOR/98/072 BUSINESS PLAN FOR A NATIONAL CLEANER PRODUCTION CENTRE: PREPARATORY ASSISTANCE	98/12	51,000	5,251
<b>Ongoing</b>			
MP/MOR/97/046 PROJECT FORMULATION OF INVESTMENT PROJECTS IN DOMESTIC REFRIGERATION AND METHYL BROMIDE SECTORS	97/03	15,010	12,115
MP/MOR/97/126 DEMONSTRATION PROJECT: FOUR ALTERNATIVES TO THE USE OF METHYL BROMIDE: STEAM PASTEURIZATION, NON-SOIL CULTIVATION, SOLARIZATION AND LOW-DOSE CHEMICALS IN COMBINATION WITH AN INTEGRATED PEST MANAGEMENT SYSTEM	97/04	487,300	345,125
NC/MOR/97/008 ASSISTANCE PREPARATOIRE: PARTENARIAT PUBLIC-PRIVE POUR LA MISE EN PLACE D'UN CENTRE DE GESTION (RECYCLAGE-ELIMINATION) DES DECHETS INDUSTRIELS DANS LA REGION DE MOHAMMEDIA-CASABLANCA	97/11	56,000	39,323
US/MOR/92/095 PROGRAMME POUR LE DEVELOPPEMENT INDUSTRIEL ECOLOGIQUEMENT DURABLE	94/07	454,500	402,137
US/MOR/97/021 ASSISTANCE PREPARATOIRE POUR LE DEVELOPPEMENT DE L'ENTREPRENARIAT FEMININ DANS LE SECTEUR DES AGRO-INDUSTRIES	97/04	72,000	50,914
<b>Completed</b>			
DP/MOR/86/015 NORMALISATION ET PROMOTION DE LA QUALITE	87/01	515,418	515,418
UC/MOR/96/052 PROGRAMME ON PHARMACEUTICAL PRODUCTS: BERRECHID	96/02	19,873	19,873
<b>MOZAMBIQUE</b>			
<b>Newly Approved</b>			
NC/MOZ/97/021 ENVIRONMENTAL MANAGEMENT OF INDUSTRIAL ESTATES (MACHAVA INDUSTRIAL ESTATE)	98/06	118,000	45,752
TF/MOZ/96/002 TF/MOZ/98/001 PROMOTION AND DEVELOPMENT OF MICRO- AND SMALL-SCALE INDUSTRIES IN THE PROVINCE OF ZAMBEZIA	98/03	479,532	214,698
US/MOZ/98/041 SUPPORT FOR MICRO- AND SMALL-SCALE INDUSTRIES IN SOFALA PROVINCE: PHASE I	98/09	444,400	0
<b>Ongoing</b>			
MP/MOZ/96/009 PHASING OUT OF CFCS AT INDATEC/INDUSTRIA DE APLICACOES TECNICO-DOMESTICAS LTD.	96/01	581,515	573,110
TF/MOZ/94/001 TF/MOZ/94/0A1 US/MOZ/94/083 TF/MOZ/96/001 PROMOTION AND DEVELOPMENT OF SMALL-SCALE INDUSTRIES IN NAMPULA, CABO DELGADO AND NIASSA	95/03	1,153,372	1,136,409
<b>NAMIBIA</b>			
<b>Ongoing</b>			
NC/NAM/97/002 PROGRAMME PREPARATION SUPPORT	97/03	20,000	15,812
US/NAM/92/200 NATIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME (ALSO REFERS TO US/RAF/92/200)	95/12	731,600	713,286
<b>NEPAL</b>			
<b>Ongoing</b>			
US/NEP/92/120 ESTABLISHMENT OF MODEL AND DEMONSTRATION TANNERY EFFLUENT TREATMENT FACILITIES	93/12	617,000	557,360
<b>Completed</b>			
DG/NEP/91/029 INDUSTRIAL POLLUTION CONTROL MANAGEMENT	93/08	720,476	729,605

Project Number Project Title	Approval Date	Budget	Delivery
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## NICARAGUA

### Newly Approved

MP/NIC/98/016 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	3,000
MP/NIC/98/051 PHASING OUT CFC-11 AND CFC-12 WITH HCFC-141B AND HFC-134A AT FOGEL S.A. IN MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT	98/08	130,027	9,905
US/NIC/97/209 DEVELOPMENT OF SMI CLUSTERS AND NETWORKS IN NICARAGUA	98/01	1,377,600	168,238
XP/NIC/98/016 SEMINAR ON MOBILIZATION OF INVESTMENT RESOURCES	98/02	15,500	14,656

### Ongoing

MP/NIC/97/038 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE REFRIGERATION SECTOR	97/03	50,000	16,910
UC/NIC/95/053 ASISTENCIA PREPARATORIA PARA LA FORMULACION DE UN PROGRAMA DE ASISTENCIA TECNICA	95/04	48,500	42,924

### Completed

UC/NIC/94/125 PREPARATORY ASSISTANCE FOR THE DESIGN OF AN INTEGRATED DEVELOPMENT PROGRAMME FOR THE WOODEN MANUFACTURED PRODUCTS INDUSTRIAL SYSTEM	94/11	50,500	50,500
US/NIC/94/012 ASSISTANCE TO THE MODERNIZATION OF MICRO AND SMALL-SCALE INDUSTRIES	94/12	753,350	752,265

## NIGER

### Completed

NC/NER/96/01C PROGRAMME DE DECENTRALISATION	97/05	18,864	18,864
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## NIGERIA

### Newly Approved

MP/NIR/98/098 REPLACEMENT OF REFRIGERANT CFC-12 WITH HFC-134A AND FOAM BLOWING AGENT CFC-11 WITH CYCLOPENTANE IN THE MANUFACTURE OF DOMESTIC REFRIGERATION APPLIANCES AT A.G. LEVENTIS	98/12	190,420	0
MP/NIR/98/099 REPLACEMENT OF CFC-12 WITH HFC-134A AND FOAM BLOWING AGENT CFC-11 WITH CYCLOPENTANE IN THE MANUFACTURE OF DOMESTIC REFRIGERATION APPLIANCES AT KOLINTON TECHNICAL INDUSTRIES	98/12	674,348	0
MP/NIR/98/100 REPLACEMENT OF REFRIGERANT CFC-12 WITH HFC-134A AND FOAM BLOWING AGENT CFC-11 WITH CYCLOPENTANE IN THE MANUFACTURE OF DOMESTIC REFRIGERATION APPLIANCES AT NEW LTD.	98/11	361,770	0

### Ongoing

DG/NIR/92/003 NATIONAL STATISTICAL AND INFORMATION SYSTEM	96/01	64,263	38,706
DG/NIR/92/015 TECHNO-ECONOMIC DEVELOPMENT OF NIGERIAN MEDICINAL AND AROMATIC PLANTS FOR INDUSTRIAL UTILIZATION	93/08	1,071,018	1,048,753
DG/NIR/95/028 TO ENHANCE THE CAPACITY AND RECOGNITION OF WOMEN'S ROLE IN SUSTAINABLE AGRICULTURE	96/08	75,480	27,960
DG/NIR/95/029 TO PROMOTE RURAL OFF-FARM EMPLOYMENT AND INCOME GENERATING ACTIVITIES	97/10	552,500	314,478
DG/NIR/95/031 TO INCREASE THE AVAILABILITY AND USE BY SMALLHOLDERS OF LOW-COST AGRICULTURAL TOOLS AND ENHANCE ENVIRONMENT FRIENDLY FARMING PRACTICES	96/08	770,000	413,455
DG/NIR/95/032 MANAGEMENT SUPPORT	96/08	40,000	15,937



Project Number Project Title	Approval Date	Budget	Delivery
DG/NIR/95/034 POLICY AND REGULATORY FRAMEWORK	96/10	216,000	170,463
DG/NIR/95/035 GUIDELINE FOR MANAGEMENT OF INDUSTRIAL DEVELOPMENT CENTRES, INDUSTRIAL ESTATES, BUSINESS INCUBATORS, AND COMMUNITY-BASED INITIATIVES	96/07	1,538,510	1,299,843
DG/NIR/95/039 ENHANCED ENGINEERING INFRASTRUCTURE	96/10	160,000	114,450
DG/NIR/95/040 MANAGEMENT SUPPORT	96/10	34,000	5,006
DP/NIR/87/031 ASSISTANCE TO THE NATIONAL METALLURGICAL DEVELOPMENT CENTRE, JOS	88/02	4,165,381	4,155,271
MP/NIR/94/408 PREPARATION OF CFC PHASE-OUT STRATEGY FOR REFRIGERATION AND AIR-CONDITIONING INDUSTRIES AND SERVICES	94/06	100,000	74,114
MP/NIR/96/010 PHASING OUT OF CFCS AT THERMOCOOL ENGINEERING COMPANY LTD.	96/01	1,465,750	1,310,393
MP/NIR/96/011 PHASING OUT OF CFCS AT DEBO INDUSTRIES LTD.	96/01	1,048,053	945,844
SF/NIR/89/002 TECHNICAL ASSISTANCE TO THE ASSOCIATED MINING INDUSTRIES NIGERIA LIMITED, KANO	90/02	44,248	36,442
SF/NIR/90/006 TECHNICAL ASSISTANCE FOR ESTABLISHMENT OF A PLASTICS TECHNOLOGY DEVELOPMENT CENTRE	91/09	3,156,871	2,668,590
SF/NIR/90/007 PROJECT DEVELOPMENT FACILITY FOR NEW NIGERIA DEVELOPMENT COMPANY LTD.	91/07	59,230	55,088
SF/NIR/95/002 TECHNO-ECONOMIC STUDY FOR THE RE-REFINING OF USED LUBRICATING OILS	96/04	42,960	38,906
<b>Completed</b>			
NC/NIR/94/02D POLICY INSTRUMENTS AND MEASURES FOR ECOLOGICALLY SUSTAINABLE INDUSTRIAL DEVELOPMENT	95/05	62,539	62,539
NC/NIR/97/002 (former NC/NIR/94/01D) FACT-FINDING MISSION AND CONTRIBUTION TO THE NATIONAL PROGRAMME AGAINST DISSEMINATION OF HIV VIRUS	95/07	91,000	90,500
SF/NIR/87/001 PROJECT DEVELOPMENT FACILITY FOR NIGERIAN INDUSTRIAL DEVELOPMENT BANK	87/05	13,259	13,259
<b>OMAN</b>			
<b>Ongoing</b>			
SF/OMA/93/001 INDUSTRIAL MASTER PLANNING: PHASE II	93/08	427,906	404,696
<b>PAKISTAN</b>			
<b>Newly Approved</b>			
US/PAK/96/098 UT/PAK/96/098 HIGH-LEVEL ADVISORY ASSISTANCE TO THE GOVERNMENT OF PAKISTAN IN IMPLEMENTING ELECTRONICS POLICY	98/04	61,438	57,414
<b>Ongoing</b>			
DG/PAK/93/006 DP/PAK/93/006 KASUR TANNERY POLLUTION CONTROL PROJECT	96/03	1,202,550	843,813
DG/PAK/97/011 INTECHMART PAKISTAN 1997	97/05	398,069	324,464
MP/PAK/96/110 PHASING OUT ODS AT THE CHEST FREEZER FACTORY OF RIAZ ELECTRIC COMPANY LTD.	96/06	822,987	536,617
MP/PAK/96/111 PHASING OUT ODS AT THE REFRIGERATOR AND CHEST FREEZER PLANTS OF PAK ELEKTRON LTD.	96/06	1,210,295	612,039
MP/PAK/97/076 CONVERSION OF ODS CLEANING AND COATING PROCESSES FROM CFC-113 TO TRICHLOROETHYLENE AND IPA AT TREET CORPORATION LTD., LAHORE	97/06	510,162	509,973

Project Number Project Title	Approval Date	Budget	Delivery
MP/PAK/97/077 CONVERSION OF ODS COATING PROCESSES FROM CFC-113 TO TRICHLOROETHYLENE AND IPA AT TREET CORPORATION LTD., HYDERABAD	97/06	321,172	240,270
MP/PAK/97/203 PHASING OUT ODS AT THE FREEZER FACTORY OF HIRRA FAROOQ'S (PVT) LTD.	97/12	521,580	349,763
NC/PAK/94/02D INDUSTRIAL POLICY AND ENVIRONMENT	97/02	80,800	48,158
US/PAK/90/294 AN ECOTOXICOLOGY RESEARCH CENTRE	91/11	700,000	695,270
<b>Completed</b>			
DP/PAK/84/012 ASSISTANCE TO PAKISTAN MACHINE TOOL FACTORY	85/10	2,185,991	2,175,828
DP/PAK/88/021 ESTABLISHMENT OF A PETROLEUM REFINING AND PETROCHEMICAL APPLIED RESEARCH AND DEVELOPMENT INSTITUTE	90/03	2,582,740	2,548,067
DP/PAK/89/008 ASSISTANCE IN THE PRODUCTION OF HEAT TREATABLE STEEL FOR AUTOMOBILE INDUSTRY AND AGRICULTURAL COMPONENTS	89/03	511,042	500,801
DP/PAK/89/016 ESTABLISHMENT OF PILOT FACILITY FOR PRECISION INVESTMENT CASTING	89/03	349,426	350,048
DP/PAK/90/026 REHABILITATION OF PEOPLE'S STEEL MILLS, LTD.	91/02	119,150	104,504
MP/PAK/95/043 STRATEGY FOR THE PHASE-OUT OF ODS IN THE REFRIGERATION INDUSTRY	95/02	50,000	51,442
US/PAK/96/099 UT/PAK/96/099 ESTABLISHMENT OF A NATIONAL ELECTRONIC EQUIPMENT AND SCIENTIFIC INSTRUMENTS REGISTER	97/02	60,900	60,901
US/PAK/96/100 UT/PAK/96/100 ADVISORY ASSISTANCE IN ESTABLISHING A MOULD AND DIE TOOLS DESIGN AND FABRICATION CENTRE FOR SMALL-SCALE ELECTRONICS INDUSTRY	97/02	24,845	24,846
<b>PALESTINE</b>			
<b>Ongoing</b>			
TF/PAL/94/E10 INTEGRATED DEVELOPMENT OF THE BUILDING MATERIALS AND CONSTRUCTION INDUSTRY	95/10	202,000	191,544
UC/PAL/92/070 TECHNICAL SERVICES TO UNDP PROGRAMME FOR THE PALESTINIAN PEOPLE	92/05	49,000	39,395
US/PAL/95/050 SUPPORT TO THE DEVELOPMENT OF SMALL- AND MEDIUM-SCALE ENTERPRISES: PREPARATORY ASSISTANCE	96/06	59,300	6,677
<b>Completed</b>			
US/PAL/95/062 PREPARATORY ASSISTANCE TO THE PLASTICS INDUSTRY	95/09	18,353	18,354
<b>PANAMA</b>			
<b>Ongoing</b>			
NC/PAN/95/01D ASSISTANCE FOR THE FORMULATION OF AN INDUSTRIAL COUNTRY STRATEGY IN SELECTED PRODUCTIVE SECTORS	96/02	57,000	47,269
<b>Completed</b>			
SF/PAN/96/001 DIAGNOSIS OF THE INDUSTRIAL SECTOR OF PANAMA (PHASE I OF AN INTEGRATED PROGRAMME FOR THE MODERNIZATION OF THE INDUSTRIAL SECTOR OF PANAMA)	97/02	51,535	46,610
<b>PAPUA NEW GUINEA</b>			
<b>Completed</b>			
DP/PNG/96/003 INTEGRATED INVESTMENT PROMOTION PROGRAMME	96/09	430,781	362,093

Project Number Project Title	Approval Date	Budget	Delivery
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## PARAGUAY

### Ongoing

SF/PAR/96/001 ADVISORY SERVICES IN THE ESTABLISHMENT OF A FERTILIZER PLANT IN PARAGUAY (PRE-INVESTMENT STAGE)	96/01	182,100	174,237
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## PERU

### Ongoing

MP/PER/95/138 PROJECT PREPARATION ASSISTANCE IN SOLVENT SECTOR	95/08	30,000	18,070
MP/PER/96/197 ELIMINATION OF 1,1,1-TRICHLOROETHANE AT FABER CASTELL	96/11	16,409	11,564
MP/PER/96/199 ELIMINATION OF 1,1,1-TRICHLOROETHANE AT CARBOLAN	96/11	31,457	24,110
MP/PER/96/200 ELIMINATION OF 1,1,1-TRICHLOROETHANE AT PAPELES INDUSTRIALES	96/11	47,953	46,322
SF/PER/97/001 FORTALECIMIENTO DE ICSA, MEDIANTE LA CAPACITACION EN EL USO Y MANEJO DE LA METODOLOGIA ONUDI PARA LA MOVILIZACION DE RECURSOS DE INVERSION	97/08	270,985	227,523

### Completed

SF/PER/95/001 SISTEMA DE INFORMACION INDUSTRIAL INTEGRADO	95/10	111,021	107,118
TF/PER/93/E10 SUPPORT TO THE PRIVATIZATION PROGRAMME	94/11	231,000	224,388

## PHILIPPINES

### Newly Approved

DP/PHI/98/005 ASSISTANCE IN REDUCING MERCURY EMISSIONS IN HIGHLY CONTAMINATED MINING AREAS IN MINDANAO: PHASE I	98/06	194,500	52,186
XP/PHI/98/005 PREPARATORY ASSISTANCE IN FORMULATING A TECHNICAL ASSISTANCE PROGRAMME FOR THE FOOTWEAR INDUSTRY	98/02	29,500	16,276

### Ongoing

BR/PHI/94/002 THE ECONOMIC FEASIBILITY OF INDUSTRIAL BRANCH SPECIFIC TRAINING FACILITIES AND ADVANCED TRAINING CENTRES IN THE PHILIPPINES	95/07	107,000	83,890
DG/PHI/95/003 INVESTMENT PROMOTION PROGRAMME FOR THE PHILIPPINES	96/05	309,900	306,836
MP/PHI/97/097 NATIONAL CFC RECOVERY AND RECYCLING SCHEME	97/06	557,500	506,110
NC/PHI/97/014 ENVIRONMENTAL TECHNOLOGY ASSESSMENT SYSTEM: PREPARATORY STUDY	97/07	190,445	183,105
NC/PHI/97/020 INDUSTRIAL POLICY AND THE ENVIRONMENT	97/04	23,504	9,162
UC/PHI/97/064 PREPARATORY ASSISTANCE FOR THE ESTABLISHMENT OF A DESIGN AND TECHNOLOGY INSTITUTE FOR THE TEXTILE AND GARMENT INDUSTRY, MANILA	97/07	48,000	46,444

### Completed

BR/PHI/94/001 TRANSFER OF RESPONSIBILITY FOR INDUSTRIAL SKILLS DEVELOPMENT FROM THE GOVERNMENT TOWARDS THE PRIVATE SECTOR	95/07	323,594	311,823
NC/PHI/95/01D ASSISTANCE TO NATIONAL ECONOMIC AND DEVELOPMENT AGENCY FOR ANALYSIS AND OPTIMIZATION OF NATIONAL INFORMATION TECHNOLOGY PLAN (NITP 2000)	97/02	62,294	62,294

### POLAND

#### Ongoing

TF/POL/90/901 UK/UNIDO INDUSTRIAL DEVELOPMENT SUPPORT PROGRAMME FOR POLAND - PROJECT DEVELOPMENT FACILITY	91/09	26,500	22,885
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#### Completed

DP/POL/91/001 ESTABLISHMENT OF A PILOT INDUSTRIAL SUB-CONTRACTING AND PARTNERSHIP EXCHANGE AT GDANSK: PHASE I	92/02	60,000	58,603
TF/POL/90/921 ZAKLADY HYDRAULIKI SILOWEJ	93/11	104,100	103,917
TF/POL/90/922 QUALITY ASSURANCE ASSISTANCE	95/02	157,705	157,705
TF/POL/94/A10 MANAGEMENT AND ENGINEERING FOR AN INDUSTRIAL DEMONSTRATION PLANT FOR ELECTRON BEAM PURIFICATION OF FLUE GASES	95/02	265,487	258,236
TF/POL/94/A90 ENTERPRISE RESTRUCTURING ASSISTANCE	95/08	500,000	499,178

### QATAR

#### Ongoing

MP/QAT/97/062 PREPARATION OF THE COUNTRY PROGRAMME	97/04	80,000	73,813
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#### Completed

SF/QAT/96/001 ESTABLISHMENT OF THE INDUSTRIAL DEVELOPMENT BANK OF QATAR	97/02	117,864	117,864
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### REPUBLIC OF MOLDOVA

#### Ongoing

DP/MOL/97/002 PREPARATORY ASSISTANCE FOR THE ESTABLISHMENT OF AN INVESTMENT PROMOTION AGENCY	97/03	34,100	32,286
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#### Completed

DP/MOL/94/003 CATALYTIC AND ADVISORY SUPPORT TO SMALL AND MEDIUM PRIVATE ENTERPRISES	95/05	194,380	190,752
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### ROMANIA

#### Newly Approved

MP/ROM/97/211 PREPARATION OF AN INVESTMENT PROJECT IN THE FOAM SECTOR FOR PHASING OUT ODS AT ROMCARBON	98/01	20,000	4,526
MP/ROM/98/015 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	27,851
US/ROM/98/067 UT/ROM/98/067 INDUSTRIAL RESTRUCTURING AND ENHANCING COMPETITIVENESS	98/11	65,658	59,958

#### Ongoing

DP/ROM/97/011 ASSISTANCE FOR RESTRUCTURING OF PRIVATIZED ENTERPRISES	97/05	485,487	214,688
MP/ROM/95/129 CREATION OF AN OZONE SECRETARIAT	95/08	168,443	35,934
MP/ROM/96/012 PHASING OUT OF CFCs AT FARMEC S.A.	96/01	895,880	830,735
MP/ROM/96/029 PREPARATION OF INVESTMENT PROJECTS IN THE DOMESTIC AND COMMERCIAL REFRIGERATION SECTOR	96/01	20,000	19,162

Project Number Project Title	Approval Date	Budget	Delivery
MP/ROM/96/136 CONVERSION OF COMMERCIAL REFRIGERATION EQUIPMENT TO PHASE OUT CFC-12, HCFC-502 AND CFC-11 AT TEHNOFRIG S.A.	96/07	297,768	237,986
MP/ROM/96/180 PHASING OUT CFC-11 AT S.C. SPUMOTIM S.A.	96/11	142,293	150,250
MP/ROM/96/209 PHASING OUT CFC-11 AND CFC-12 IN THE PRODUCTION OF DOMESTIC REFRIGERATORS: RATMIL, UZINA MECANICA SADU	96/12	937,859	932,396
TF/ROM/93/A10 ASSISTANCE TO THE MINISTRY OF INDUSTRY TO ESTABLISH CLEANER PRODUCTION AT TWO POLLUTING PLANTS: COPSA MICA	94/03	214,000	211,110
US/ROM/97/009 ESTABLISHMENT OF A TRAINING CENTRE FOR COMMERCIAL REFRIGERATION SERVICE TECHNICIANS	97/02	116,628	115,087

### Completed

DP/ROM/90/002 PROMOTION OF THE SMALL PRIVATE ENTERPRISES	90/11	2,411,208	2,359,427
MP/ROM/96/033 PHASE-OUT OF ODS AT THE DOMESTIC REFRIGERATION FACTORY ARCTIC S.A.	96/01	1,095,300	1,045,630
UC/ROM/95/096 PREPARATORY ASSISTANCE FOR ESTABLISHING A PILOT WASTE RECYCLING FACILITY: SLOBOZIA	95/05	11,435	11,435

## RUSSIAN FEDERATION

### Newly Approved

NC/RUS/98/020 SUSTAINABLE DEVELOPMENT AND COMPETITIVENESS OF THE REGIONS OF RUSSIA - THE CASE OF TVER REGION	98/12	35,000	0
UC/RUS/98/007 ESTABLISHMENT OF A CLEANER PRODUCTION CENTRE IN MOSCOW: PREPARATORY ASSISTANCE	98/01	32,000	700
XP/RUS/98/055 WOMEN'S BUSINESS DEVELOPMENT: PREPARATORY ASSISTANCE	98/08	40,000	34,094

### Ongoing

SF/RUS/94/003 INVESTMENT FORUM FOR SELECTED SIBERIAN REGIONS (SAKHA REPUBLIC, KRASNOYARSKY KRAI, ORENBURG REGION) OF THE RUSSIAN FEDERATION	95/02	115,044	115,045
TF/RUS/96/001 BUSINESS PARTNERSHIP/INVESTMENT OPPORTUNITIES IN THE FOOD-PROCESSING AND AGRO-INDUSTRIES IN SELECTED REGIONS	97/04	33,628	35,669

### Completed

SF/RUS/95/001 PROGRAMME ON ENVIRONMENTAL PROTECTION FROM OIL AND HYDROCARBONS POLLUTION USING ADVANCED INDUSTRIAL TECHNOLOGIES: PREPARATORY ASSISTANCE PHASE	97/01	149,889	149,889
TF/RUS/94/001, US/RUS/96/076, 07A, 07B, 07C RESTRUCTURING AND REVITALIZING INDUSTRIES IN THE KALININGRAD REGION	95/01	552,013	518,483

## RWANDA

### Newly Approved

NC/RWA/97/006 PARTICIPATION DE L'ONUDI A L'EQUIPE SUR L'ASSISTANCE, LA RECONSTRUCTION ET LE DEVELOPPEMENT DES PAYS DES GRANDS LACS (MISSION DE L'ONUDI AU RWANDA)	98/04	21,472	19,478
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### Completed

NC/RWA/94/01D EVALUATION DES BESOINS EN ENERGIE (LIES A LA DEGRADATION) DANS LES ZONES DE COMBAT	95/06	43,000	7,510
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Project Number Project Title	Approval Date	Budget	Delivery
<b>SAMOA</b>			
<b>Completed</b>			
NC/SAM/97/001 (former NC/SAM/94/01D) INDUSTRIAL DEVELOPMENT IN WESTERN SAMOA, POTENTIAL CONSTRAINTS AND POLICY OPTIONS TOWARDS 2000 AND BEYOND	96/08	55,000	50,638
<b>SAO TOME AND PRINCIPE</b>			
<b>Completed</b>			
DG/STP/92/003 APPUI A LA GESTION DU DEVELOPPEMENT: PHASE III PLAN OCAM	95/04	12,433	12,588
<b>SAUDI ARABIA</b>			
<b>Newly Approved</b>			
XP/SAU/98/052 PILOT RELATIONAL DATABASE MANAGEMENT SYSTEM AT THE MINISTRY OF INDUSTRY AND ELECTRICITY	98/02	16,734	1,215
<b>Ongoing</b>			
SF/SAU/96/001 US/SAU/96/142 DEVELOPMENT OF INVESTMENT PROMOTION UNIT AT THE SAUDI CONSULTING HOUSE	97/01	372,377	108,453
<b>Completed</b>			
DC/SAU/89/022 DP/SAU/89/022 INDUSTRIAL DEVELOPMENT SUPPORT SERVICES	90/07	3,379,488	3,374,595
DP/SAU/93/001 GC/SAU/93/B01 THE NATIONAL MEASUREMENT AND CALIBRATION LABORATORY	93/06	1,333,278	1,253,840
<b>SENEGAL</b>			
<b>Newly Approved</b>			
MP/SEN/98/110 PHASE-OUT OF METHYL BROMIDE USED IN PEANUT SEED FUMIGATION IN NOVASEN LTD.	98/12	62,945	0
<b>Ongoing</b>			
DG/SEN/92/016 PROGRAMME CADRE II - DEVELOPPEMENT DU SECTEUR PRIVE ET PROMOTION DE L'EMPLOI	95/10	129,000	84,511
MP/SEN/97/098 REFRIGERANT RECOVERY AND RECYCLING SCHEME	97/06	136,250	136,251
NC/SEN/97/003 (former NC/SEN/95/01D) LES PME DANS LA BATAILLE DE L'EMPLOI PRODUCTIF ET LA CREATION DE REVENUS	96/10	206,459	205,921
<b>Completed</b>			
US/SEN/96/049 DEVELOPPEMENT DE L'ENTREPRENARIAT FEMININ DANS LE SECTEUR DE LA TRANSFORMATION DES PRODUITS DE LA PECHE AU SENEGAL - MISSION D'EVALUATION DES BESOINS	96/08	63,000	61,259
<b>SEYCHELLES</b>			
<b>Newly Approved</b>			
TF/SEY/89/809 ASSISTANCE TO IMPROVED STRAW/BAMBOO WORK OF RURAL ARTISANS	98/10	23,275	0
<b>Completed</b>			
MP/SEY/95/074 PREPARATION OF A PROJECT PROPOSAL FOR SETTING UP A NATIONAL REFRIGERANT RECOVERY AND RECYCLING CENTRE, NATIONAL HALON BANK AND REGIONAL CENTRE FOR REFRIGERATION TECHNICIANS AND ENGINEERS	95/04	4,147	4,147

### SIERRA LEONE

#### Ongoing

NC/SIL/97/006 (former NC/SIL/94/01D) DIAGNOSTIC SURVEY OF THE REHABILITATION NEEDS OF THE MANUFACTURING INDUSTRY	95/07	114,000	82,096
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### SLOVAKIA

#### Ongoing

TF/SLO/94/G90 RESTRUCTURING ASSISTANCE TO ISTROCHEM	96/06	253,000	251,860
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US/SLO/94/072 THE SLOVAK CLEANER PRODUCTION CENTRE	94/09	517,500	358,228
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#### Completed

EU/SLO/94/001 ESTABLISHMENT OF AN INDUSTRIAL SUBCONTRACTING AND PARTNERSHIP EXCHANGE: BRATISLAVA	94/11	104,201	104,199
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### SLOVENIA

#### Ongoing

DP/SVN/95/001 STRENGTHENING THE SMALL BUSINESS DEVELOPMENT CENTRE	95/09	427,000	395,542
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### SOLOMON ISLANDS

#### Ongoing

DG/SOI/95/003 EMPLOYMENT GENERATION AND SUSTAINABLE LIVELIHOOD IN RURAL AREAS	96/10	608,034	467,899
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TF/SOI/92/G10 SMALL-SCALE INDUSTRY DEVELOPMENT IN HONIARA AND PROVINCES	95/08	329,300	282,907
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### SRI LANKA

#### Newly Approved

DG/SRL/97/019 EG/SRL/96/G32 SRI LANKA RENEWABLE ENERGY AND ENERGY EFFICIENCY CAPACITY-BUILDING	98/07	1,084,932	3,545
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#### Ongoing

DG/SRL/91/019 INDUSTRIAL POLLUTION REDUCTION PROGRAMME	93/05	2,054,998	1,934,025
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DG/SRL/91/034 INSTITUTIONAL STRENGTHENING OF GREATER COLOMBO ECONOMIC COMMISSION	92/09	616,226	583,192
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DG/SRL/97/002 PROMOTING GROWTH AND EMPLOYMENT THROUGH ENHANCED INDUSTRIAL COMPETITIVENESS	97/06	669,386	621,856
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#### Completed

DP/SRL/89/014 REACTIVATION OF THE FOUNDRY INDUSTRY	92/01	693,550	691,314
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US/SRL/93/021 ENTERPRISE RESTRUCTURING PROJECT	95/01	295,803	295,803
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### SUDAN

#### Newly Approved

MP/SUD/98/027 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/05	30,000	26,486
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XA/SUD/98/605 ESTABLISHMENT OF INDUSTRIAL INFORMATION AND INVESTMENT UNIT: CAPACITY-BUILDING	98/02	64,000	66,504
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Project Number Project Title	Approval Date	Budget	Delivery
<b>Ongoing</b>			
BR/SUD/91/001 ASSISTANCE TO THE PRIVATIZATION PROGRAMME	93/07	620,000	534,482
DP/SUD/91/003 INVESTOR ADVISORY AND PROMOTION SERVICE	93/05	250,000	236,973
MP/SUD/96/013 PHASING OUT OF CFCS AT SUDANESE COSMETICS AND HOUSEHOLD PRODUCTS, LTD.	96/01	497,613	496,528
MP/SUD/96/117 PHASING OUT CFC-11 AT PATRA FOAM COMPANY FLEXIBLE POLYURETHANE FOAM PLANT	96/06	72,227	72,798
MP/SUD/96/138 PHASING OUT OF ODS AT THREE SMALL DOMESTIC REFRIGERATOR FACTORIES IN SUDAN	96/07	100,000	70,350
<b>Completed</b>			
MP/SUD/95/035 PREPARATION OF INVESTMENT PROJECTS IN THE REFRIGERATION, AEROSOL AND FOAM SECTORS	95/02	44,487	44,487
NC/SUD/97/038 (former NC/SUD/94/01D) COMPREHENSIVE STRATEGY FOR THE FOOD-PROCESSING INDUSTRY	95/02	125,961	119,569
PF/SUD/92/P04 SHENDI INTEGRATED WOMEN'S DEVELOPMENT PROJECT	92/12	316,960	226,566

## SURINAME

### Newly Approved

BR/SUR/96/001 INSTITUTIONAL STRENGTHENING OF THE GENERAL BUREAU OF STATISTICS	98/09	45,003	37,120
UC/SUR/98/034 INTEGRATED PROGRAMME OF SUPPORT TO SMALL AND MEDIUM ENTERPRISE SECTOR: PREPARATORY ASSISTANCE	98/12	24,000	0
XP/SUR/98/040 SUPPORT TO THE GENERAL BUREAU OF STATISTICS	98/02	36,000	3,600

### Ongoing

UC/SUR/97/134 SUSTAINABLE DEVELOPMENT OF ARTISANAL GOLD MINING: PREPARATORY ASSISTANCE	97/08	46,500	36,861
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## SWAZILAND

### Completed

US/SWA/95/164 ADVISORY SUPPORT TO THE DEVELOPMENT OF THE SMALL AND MEDIUM ENTERPRISES SECTOR	96/01	76,268	76,265
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## SYRIAN ARAB REPUBLIC

### Newly Approved

MP/SYR/98/028 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN HORTICULTURE AND COMMODITIES FUMIGATION	98/05	509,850	125,617
MP/SYR/98/055 PHASING OUT CFCS AT MARIZA CO.	98/08	207,652	0
MP/SYR/98/091 PHASING OUT CFC-11 IN MANUFACTURE OF FLEXIBLE PU SLABSTOCK FOAM THROUGH THE USE OF METHYLENE CHLORIDE AS BLOWING AGENT AT CHAAR BROS COMPANY	98/12	98,248	0
MP/SYR/98/092 PHASING OUT CFC-11 IN MANUFACTURE OF FLEXIBLE PU SLABSTOCK FOAM THROUGH THE USE OF CO2 BLOWING TECHNOLOGY AT NATIONAL POLYURETHANE COMPANY	98/12	543,918	0
MP/SYR/98/095 PHASING OUT CFCS AT AL-FAJER COMPANY	98/12	169,985	0
MP/SYR/98/163 PREPARATION OF INVESTMENT PROJECT FOR NATIONAL POLYURETHANE COMPANY IN DAMASCUS AND OTHERS IN RIGID FOAM SECTOR	98/04	15,000	2,000



Project Number Project Title	-Approval Date	Budget	Delivery
<b>Ongoing</b>			
DP/SYR/92/009 INTRODUCTION OF COMPUTER MANAGED MAINTENANCE SYSTEM INTO THE SYRIAN INDUSTRIAL SECTOR	95/06	518,750	372,184
DP/SYR/95/003 GC/SYR/95/A03 TEXTILE AND CLOTHING DEVELOPMENT CENTRE	96/10	500,489	448,392
DP/SYR/96/004 QUALITY ASSURANCE ASSISTANCE - ISO 9000	97/04	230,000	162,472
MP/SYR/93/148 SUPPORT TO STRENGTHENING THE GENERAL COMMISSION FOR ENVIRONMENTAL AFFAIRS TO IMPLEMENT MONTREAL PROTOCOL RELATED ACTIVITIES	93/09	235,180	159,154
MP/SYR/94/412 PHASING OUT OF CFCS AT AL HAFEZ REFRIGERATOR COMPANY	94/08	2,883,277	2,765,425
MP/SYR/95/006 PREPARATION OF INVESTMENT PROJECTS FOR PHASING OUT OF CFC-11 FROM THE SUBSECTOR OF FLEXIBLE FOAMS MANUFACTURING	95/01	20,000	17,640
MP/SYR/95/041 INVESTMENT PROJECT FOR PHASING OUT OF CFCS AT PENGUIN (SYRIAN BATRIC COMPANY)	95/02	1,719,900	1,632,335
MP/SYR/95/042 INVESTMENT PROJECT FOR PHASING OUT CFCS AT BARADA, GENERAL COMPANY FOR METALLIC INDUSTRY	95/02	989,650	872,001
MP/SYR/96/014 PHASING OUT OF CFCS FROM MANUFACTURING OF DOMESTIC AND COMMERCIAL REFRIGERATORS AT KRAYEM BROTHERS COMPANY	96/01	1,071,575	1,052,805
MP/SYR/96/025 PREPARATION OF AN INVESTMENT PROJECT IN RECOVERY AND RECYCLING SECTOR	96/01	15,000	2,000
MP/SYR/96/086 INVESTMENT PROJECT FOR PHASING OUT CFCS AT KRAYEM COLD STORES COMPANY	96/06	644,600	634,365
MP/SYR/96/119 PHASING OUT CFC-11 AT DAKKAK COMPANY FLEXIBLE POLYURETHANE FOAM PLANT	96/06	95,553	78,024
MP/SYR/96/121 PHASING OUT CFCS AT GASTON BANNA AND SONS COMPANY	96/06	299,500	301,267
MP/SYR/97/016 PHASING OUT CFCS AT CAREESSE COSMETICS	97/03	272,621	264,389
MP/SYR/97/018 PHASING OUT CFC-11 AT ABDUL KARIM SBEI	97/03	92,256	84,865
MP/SYR/97/019 PHASING OUT CFC-11 AT WALID AND NABIL RANKOUSI LTD.	97/03	86,782	79,091
MP/SYR/97/042 PROJECT PREPARATION IN THE FLEXIBLE FOAM SECTOR	97/03	10,000	2,565
MP/SYR/97/110 PHASING OUT CFCS AT AHMED ALI HARSHO SONS COMPANY	97/06	175,328	165,161
MP/SYR/97/111 PHASING OUT CFCS AT AL YAMAN COMPANY	97/06	216,128	198,486
MP/SYR/97/112 PHASING OUT CFCS AT TAKI EDDIN AND COMPANY	97/06	244,203	225,131
MP/SYR/97/171 PHASING OUT CFCS AT LABORATORIES KOSMETO	97/12	175,062	164,876
MP/SYR/97/172 PHASING OUT CFCS AT DINA COSMETICS	97/12	228,477	220,078
MP/SYR/97/180 PHASING OUT OF CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT AKAL FACTORY	97/11	510,130	0
MP/SYR/97/200 PREPARATION OF INVESTMENT PROJECT IN THE AEROSOL SECTOR AT NWEYLATI AL FAYER	97/12	25,000	5,444
<b>Completed</b>			
DU/SYR/92/008 INTEGRATED DEVELOPMENT OF THE NATIONAL PHARMACEUTICAL INDUSTRY	93/11	174,713	174,726
MP/SYR/96/024 PREPARATION OF AN INVESTMENT PROJECT IN THE AEROSOL SECTOR	96/01	24,216	24,215
NC/SYR/94/01D STUDY ON INDUSTRIAL POLICIES/STRATEGIES	94/05	69,000	68,604

<b>Project Number</b> <b>Project Title</b>	<b>Approval Date</b>	<b>Budget</b>	<b>Delivery</b>
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### TAJIKISTAN

#### Newly Approved

NC/TAJ/98/010 INDUSTRIAL GROWTH AND COMPETITIVENESS DEVELOPMENT	98/04	123,000	53,321
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### THAILAND

#### Newly Approved

MP/THA/98/065 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN GRAIN STORAGE (RICE, MAIZE, TAPIOCA, FEED GRAINS AND PULSES)	98/08	280,500	32,836
XP/THA/98/025 INTEGRATED PROGRAMME IN SUPPORT TO THE GOVERNMENT'S INDUSTRIAL RESTRUCTURING PROGRAMME: PROGRAMMING MISSION	98/11	11,000	7,739

#### Completed

DG/THA/93/002 RURAL INCOME GENERATION OPPORTUNITIES	95/11	178,065	178,065
NC/THA/97/001 (former NC/THA/94/01D) INDUSTRIAL COMPETITIVENESS AND SUSTAINABLE GROWTH	94/08	74,536	74,536
SF/THA/97/002 PROCUREMENT OF EQUIPMENT FOR RESEARCH AND DEVELOPMENT ON PLANT BASED MEDICINES	97/03	53,100	53,100
US/THA/92/120 ESTABLISHMENT OF TANNERY SLUDGE HANDLING FACILITIES AND POLLUTION CONTROL AND LEATHER TESTING LABORATORIES AT SAMUT PRAKARN	94/12	27,292	27,292

### THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA

#### Newly Approved

MP/MCD/98/017 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	26,085
MP/MCD/98/084 DEMONSTRATION PROJECT: THREE ALTERNATIVES TO THE USE OF METHYL BROMIDE: NON SOIL CULTIVATION, BIOFUMIGATION AND LOW DOSE CHEMICALS IN TOBACCO AND HORTICULTURAL PRODUCTION	98/12	259,600	0

#### Ongoing

DP/MCD/96/001 DEVELOPMENT OF NATIONAL INSTITUTIONAL CAPACITIES ON ATTRACTION OF FOREIGN INVESTMENTS	97/01	144,650	104,400
MP/MCD/96/021 PREPARATION OF PROJECTS IN THE REFRIGERATION, AEROSOL AND FOAM SECTORS	96/01	30,000	26,283
MP/MCD/96/179 PHASING OUT OF CFCs AT THE REFRIGERATOR PLANT OF FRINKO	96/11	1,081,724	1,051,446
MP/MCD/97/006 CREATION OF AN OZONE SECRETARIAT	97/01	152,900	89,272
MP/MCD/97/083 PHASING OUT OF CFC-11 FROM FLEXIBLE SLABSTOCK FOAM MANUFACTURING AT SILEKS AD COMPANY	97/06	520,125	489,485
MP/MCD/97/123 PHASING OUT OF CFC-11 FROM MANUFACTURING OF RIGID PU SANDWICH PANELS AT SILEKS AD COMPANY	97/06	284,236	262,148

#### Completed

DP/MCD/95/003 PREPARATORY ASSISTANCE TO THE MARBLE AND GRANITE INDUSTRY	95/12	25,000	1,584
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### TOGO

#### Completed

NC/TOG/97/013 SEMINAIRE SUR UNE VISION A LONG TERME DE LA POLITIQUE INDUSTRIELLE TOGOLAISE	97/10	20,500	19,559
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Project Number Project Title	Approval Date	Budget	Delivery
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## TRINIDAD AND TOBAGO

### Newly Approved

NC/TRI/97/002 EMPLOYMENT IMPACT OF INVESTMENT IN THE MANUFACTURING SECTOR OF TRINIDAD AND TOBAGO	98/02	60,000	57,037
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## TUNISIA

### Newly Approved

MP/TUN/98/014 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	30,000	28,272
MP/TUN/98/166 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE IN HORTICULTURE AT SOCIETE MEDITERANEENE FRUITIERE	98/04	301,730	195,874

### Ongoing

DG/TUN/94/002 MODERNISATION DES INDUSTRIES TUNISIENNES PAR L'APPROCHE QUALITE	95/03	322,785	137,713
MP/TUN/96/104 UMBRELLA PROJECT TO PHASE OUT ODS AT SIX SMALL REFRIGERATOR MANUFACTURERS	96/06	764,557	633,735
MP/TUN/96/126 PHASING OUT CFCS AT JASMINE LABORATORIES	96/06	210,000	212,279
MP/TUN/96/127 PHASING OUT CFCS AT SATEM PARFUMS ET PRODUITS COSMETIQUES	96/06	119,500	118,000
MP/TUN/97/047 PROJECT FORMULATION IN THE AEROSOL, FOAM, SOLVENTS AND METHYL BROMIDE SECTORS	97/03	20,010	13,763
MP/TUN/97/113 PHASING OUT CFCS AT CODIFA	97/06	179,986	179,754
MP/TUN/97/114 PHASING OUT CFCS AT ALKI S.A.	97/06	74,565	0
MP/TUN/97/115 PHASING OUT CFCS AT SOGEPAR	97/06	68,833	66,895
MP/TUN/97/159 TERMINAL UMBRELLA PROJECT TO PHASE OUT ODS AT SEVEN MANUFACTURERS OF COMMERCIAL AND DOMESTIC REFRIGERATORS (CHAHED REFRIGERATION, SOGIMA, SOTIEM, REI, FRIGO BAF, SOCIETE MODERNE REFRIGERATION, FRIGO TECHNIQUE)	97/11	374,111	247,302
MP/TUN/97/168 PHASING OUT CFC-11 AT SOTRAPOC FLEXIBLE POLYURETHANE FOAM PLANT	97/11	90,037	61,800
MP/TUN/97/169 PHASING OUT CFC-11 AT POLYMOUSSE FLEXIBLE POLYURETHANE FOAM PLANT	97/11	104,343	101,379
MP/TUN/97/170 PHASING OUT CFC-11 AT SUD INTER MOUSSE FLEXIBLE POLYURETHANE FOAM PLANT	97/11	546,920	475,699
MP/TUN/97/173 PHASING OUT CFCS AT PARHYCOS: SFAX	97/12	41,195	39,991
NC/TUN/97/011 CRENEAUX PROMETTEURS DE DEVELOPPEMENT DE L'INDUSTRIE AYANT LES MEILLEURES CHANCES DE PARTICIPER EFFICACEMENT A LUTTER CONTRE LE CHOMAGE DANS LE CADRE GENERAL DE LA MISE A NIVEAU DES ENTREPRISES	97/11	65,289	65,249
US/TUN/88/224 LA RESTRUCTURATION INDUSTRIELLE ET L'ANALYSE SUR LA REHABILITATION INDUSTRIELLE DANS LE SECTEUR AGRO-ALIMENTAIRE	91/06	1,082,300	1,026,499
US/TUN/97/060 SUPPORT TO THE TUNISIAN CLEANER PRODUCTION CENTRE	97/07	66,428	54,795
<b>Completed</b>			
MP/TUN/95/140 PREPARATION OF INVESTMENT PROJECTS IN THE AEROSOL, FOAM, DOMESTIC REFRIGERATION AND SOLVENT SECTORS	95/08	28,258	28,258
MP/TUN/96/120 PHASING OUT CFC-11 AT MEUBLATEX	96/06	105,000	104,154

## TURKEY

### Newly Approved

DG/TUR/95/004 SUPPORT TO GAP REGIONAL DEVELOPMENT ADMINISTRATION FOR INVESTMENT PROMOTION	98/03	54,000	0
DP/TUR/98/007 ESTABLISHMENT OF ECOTOXICOLOGY CENTER: PREPARATORY ASSISTANCE	98/10	16,000	12,000
MP/TUR/98/056 PHASING OUT CFC-11 IN MANUFACTURE OF FLEXIBLE PU SLABSTOCK FOAM THROUGH THE USE OF CO2 BLOWING TECHNOLOGY AT SERRA SUNGER	98/08	454,358	450,000
MP/TUR/98/060 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE AS SOIL FUMIGANT IN PROTECTED HORTICULTURE (TOMATOES AND CUCUMBERS) AND ORNAMENTAL (CARNATIONS) CROPS	98/08	314,600	186,700
MP/TUR/98/169 PREPARATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR (POLYURETHANE) AT SUNGERSAN A.S. AND SERRA SUNGER	98/04	15,000	7,197
MP/TUR/98/170 PREPARATION OF INVESTMENT PROJECT IN THE RIGID FOAM SUBSECTOR	98/04	15,000	4,803

### Ongoing

DP/TUR/88/043 STRENGTHENING RESEARCH AND DEVELOPMENT CAPABILITIES IN THE FIELD OF PETROCHEMICALS: PHASE II	89/11	810,194	512,539
DP/TUR/90/002 PROGRAMME TO PROMOTE FOREIGN DIRECT INVESTMENT IN TURKEY	90/05	99,000	76,748
DP/TUR/91/015 ASSISTANCE TO TUBITAK ON SPACE SCIENCE AND TECHNOLOGIES	92/07	377,000	373,425
MP/TUR/95/037 PREPARATION OF INVESTMENT PROJECTS ON ODS PHASE-OUT IN THE FOAM SECTOR	95/02	50,000	48,375
MP/TUR/96/181 PHASING OUT OF CFC-11 AT UROSAN KIMIYA SANAYII A.S.	96/11	643,500	613,012
MP/TUR/97/166 PHASING OUT CFC-11 AT GO-YA SUNGAR LTD.STI.	97/12	533,400	530,346
MP/TUR/97/167 PHASING OUT CFC-11 AT ISBIR TERMOSET PLASTIC SAN. A.S., ANKARA	97/12	501,350	495,000

### Completed

DP/TUR/89/012 ASSISTANCE IN ESTABLISHING FUNDAMENTAL METROLOGY LABS AT TUBITAK'S NATIONAL PHYSICAL AND TECHNICAL MEASUREMENT STANDARDS INSTITUTE	89/12	370,000	366,032
DP/TUR/89/013 ASSISTANCE TO PRIVATE INDUSTRY	90/04	233,764	233,765

## TURKMENISTAN

### Newly Approved

DG/TUK/98/004 INVESTMENT PROMOTION PROGRAMME: PHASE II	98/10	92,750	0
XP/TUK/98/058 INVESTMENT PROMOTION PROGRAMME	98/02	23,500	22,585

### Completed

TF/TUK/97/001 INVESTMENT PROJECT EVALUATION: ESTABLISHMENT OF A STEEL MILL	97/05	40,970	40,133
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## TURKS AND CAICOS ISLANDS

### Newly Approved

NC/TCI/98/001 DEVELOPMENT OF SUSTAINING EMPLOYMENT AND INCOME-GENERATING OPPORTUNITIES	98/07	19,850	14,805
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Project Number Project Title	Approval Date	Budget	Delivery
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## UGANDA

### Ongoing

CD/UGA/80/C06 MANUFACTURE OF AGRICULTURAL TOOLS	92/10	2,398,587	2,383,696
DG/UGA/97/001 ASSISTANCE TO STRENGTHEN THE UGANDA NATIONAL BUREAU OF STANDARDS	97/12	2,962,660	2,340,871
DP/UGA/86/015 MANUFACTURE OF AGRICULTURAL TOOLS, IMPLEMENTS AND FARM MACHINERY	87/09	1,759,077	1,758,164
US/UGA/96/300 INTEGRATED PROGRAMME ASSISTANCE TO STRENGTHEN THE LEATHER AND LEATHER PRODUCTS INDUSTRY	96/12	756,900	583,204

### Completed

DG/UGA/95/002 PRIVATE SECTOR DEVELOPMENT	96/04	56,300	44,336
NC/UGA/92/062 POVERTY ALLEVIATION MISSION TO UGANDA	92/10	38,259	25,921
NC/UGA/97/013 POLICY FRAMEWORK FOR THE METAL-WORKING SUBSECTOR	97/11	83,900	72,569
NC/UGA/98/003 PROGRAMME FORMULATION WORKSHOP FOR THE TEXTILE INDUSTRY	98/04	38,500	38,095
US/UGA/92/200 NATIONAL LEATHER AND FOOTWEAR INDUSTRY SCHEME (ALSO REFERS TO US/RAF/92/200)	93/01	842,312	842,311

## UKRAINE

### Newly Approved

TF/UKR/97/001 ASSISTANCE IN ODS PHASEOUT IN REFRIGERATION SERVICING SUBSECTOR	98/02	77,151	78,076
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### Ongoing

TF/UKR/95/001 INVESTMENT FORUM FOR UKRAINE: VIENNA, AUSTRIA	95/09	150,615	142,929
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## UNITED REPUBLIC OF TANZANIA

### Newly Approved

NC/URT/97/028 ENABLING ENVIRONMENT FOR NATIONAL INDUSTRIAL POLICY	98/04	67,300	65,800
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### Ongoing

DP/URT/91/027 STRENGTHENING THE MINISTRY OF TRADE, INDUSTRIES AND MARKETING (DEPARTMENT OF INDUSTRIES)	91/12	1,114,801	1,103,104
DP/URT/95/009 ASSISTANCE TO STRENGTHEN INVESTMENT AND EXPORT AGENCIES: ZANZIBAR	96/02	795,600	650,412
DP/URT/95/010 INTEGRATED INVESTMENT AND TECHNOLOGY PROMOTION PROGRAMME	96/05	701,280	670,870
MP/URT/96/015 PHASING OUT OF CFCS: TANZANIA DOMESTIC APPLIANCE MANUFACTURERS LTD.	96/01	592,790	582,514
NC/URT/97/021 DEVELOPMENT OF A NATIONAL PROGRAMME ON SUSTAINABLE ENERGY FOR TANZANIA WITH PARTICULAR EMPHASIS ON RENEWABLE ENERGY AND ENERGY CONSERVATION	97/07	90,000	83,002
TF/URT/94/G10 UNIDO 2000 - HIGH IMPACT PROGRAMMES: NO. 4 - INTRODUCTION OF NEW TECHNOLOGY FOR ABATING MERCURY POLLUTION CAUSED BY INFORMAL GOLD MINING OPERATIONS	96/12	326,420	169,500
US/URT/92/026 TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD-PROCESSING INDUSTRY	93/01	494,450	491,915
US/URT/94/030 ASSESSMENT OF A PILOT MEDIUM-SCALE MULTI-PURPOSE FLOUR MILL (USING THE TECHNOLOGY DEVELOPED BY DYK FLOUR MILL, AUSTRIA)	94/11	744,000	698,240

Project Number Project Title	Approval Date	Budget	Delivery
US/URT/95/300 NATIONAL LEATHER AND FOOTWEAR INDUSTRY SCHEME (NALFIS), ASSOCIATED WITH REGIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME (ALSO REFERS TO US/RAF/92/200)	96/10	527,000	338,448
US/URT/96/182 INTEGRATED TRAINING PROGRAMME FOR WOMEN ENTREPRENEURSHIP DEVELOPMENT	96/10	620,000	368,414
<b>Completed</b>			
DP/URT/86/027 ASSISTANCE FOR STRENGTHENING THE INDUSTRIAL MANAGEMENT CAPABILITIES IN SELECTED ENTERPRISES	88/07	1,274,872	1,274,872
DP/URT/90/032 PREPARATION OF AN INTEGRATED INDUSTRY SECTOR PROGRAMME FOR THE FIFTH COUNTRY PROGRAMME (1991-1996)	91/01	128,424	127,364
DP/URT/92/002 ASSISTANCE IN UPGRADING TECHNICAL FACILITIES AND SKILLS AT AUTO MECH LIMITED: DAR-ES-SALAAM	92/07	332,676	333,757
MP/URT/96/016 PHASING OUT OF CFCS: MANSOOR DAYA CHEMICALS LTD.	96/01	414,367	414,367
NC/URT/94/02D IDENTIFICATION OF AGRO-INDUSTRIAL INVESTMENT OPPORTUNITIES	94/10	79,850	12,710
NC/URT/94/03D ASSESSMENT OF HUMAN RESOURCES DEVELOPMENT REQUIREMENTS OF BASIC AND PRIORITY INDUSTRIAL SECTORS/SUBSECTORS	97/01	87,700	81,951
US/URT/94/015 ASSISTANCE TO ENHANCE TECHNICAL AND ENTREPRENEURIAL SKILLS OF BUSINESS WOMEN IN TEXTILES AND RELATED PRODUCTS	94/07	1,092,116	1,097,117

## URUGUAY

### Newly Approved

MP/URU/98/070 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE AS A SOIL FUMIGANT IN PROTECTED HORTICULTURAL CROPS (CUCUMBERS AND PEPPERS), SEEDBEDS, AND NURSERIES (VEGETABLE, TOBACCO AND FORESTRY)	98/08	299,200	8,500
XP/URU/98/024 PARTICIPATION OF THE PRESIDENT OF THE INDUSTRIAL DEVELOPMENT BOARD IN PROGRAMMING DISCUSSIONS IN LATIN AMERICA	98/11	3,700	3,700
XP/URU/98/041 INDUSTRIAL PROCESSING OF EUCALYPTUS: ADVISORY SERVICES	98/04	21,000	20,500

### Ongoing

NC/URU/97/013 (former NC/URU/95/01D) ASSISTANCE IN THE FORMULATION AND IMPLEMENTATION OF AN INDUSTRIAL STRATEGY	96/05	106,200	83,579
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## UZBEKISTAN

### Newly Approved

TF/UZB/96/D10 EXPORT-ORIENTED INVESTMENT PROMOTION ASSISTANCE	98/01	129,500	45,592
XP/UZB/98/003 ASSISTANCE TO INDUSTRIAL DEVELOPMENT THROUGH THE SERVICES OF A UNIDO COUNTRY OFFICER	98/02	38,000	30,196

### Ongoing

DP/UZB/93/004 ASSISTANCE TO INDUSTRIAL RESTRUCTURING AND DEVELOPMENT IN UZBEKISTAN THROUGH THE SERVICES OF A UNIDO COUNTRY DIRECTOR	93/05	435,008	428,456
TF/UZB/95/C10 INTRODUCTION OF CLEANER PRODUCTION AND DEVELOPMENT OF A SUSTAINABLE CLEANER PRODUCTION PROGRAMME	96/11	176,500	177,398

### Completed

DG/UZB/96/002 TECHNICAL ASSISTANCE TO THE PROCESS OF PRIVATIZATION AND PRIVATE SECTOR DEVELOPMENT: PHASE II	96/11	192,083	194,168
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Project Number Project Title	Approval Date	Budget	Delivery
DP/UZB/93/010 TECHNICAL ASSISTANCE TO THE PROCESS OF PRIVATIZATION AND PRIVATE SECTOR DEVELOPMENT: PHASE I	94/02	1,153,403	1,148,843

## VENEZUELA

### Newly Approved

MP/VEN/98/052 PHASING OUT CFC-11 AND CFC-12 WITH HCFC-141B AND HFC-134A AT INVITREL IN THE MANUFACTURE OF COMMERCIAL REFRIGERATION EQUIPMENT	98/08	419,094	9,908
MP/VEN/98/053 PHASING OUT CFC-11 WITH HCFC-141B AT TECNOFRIGO IN THE PRODUCTION OF RIGID PU PANELS	98/08	71,946	0
MP/VEN/98/097 PHASING OUT CFC-11 WITH HCFC-141B AT LIDERFRIO IN THE PRODUCTION OF RIGID PU PANELS	98/12	107,850	0
MP/VEN/98/164 PREPARATION OF INVESTMENT PROJECT IN THE FOAM SECTOR (RIGID POLYURETHANE) FOR FANESI BARQUISIMETO	98/04	10,000	9,928
XP/VEN/98/017 POLICIES FOR SUSTAINABLE COMPETITIVENESS AND ENTREPRENEURIAL DEVELOPMENT OF THE AUTOMOBILE INDUSTRY	98/09	36,000	34,613

### Ongoing

MP/VEN/97/107 PHASING OUT ODS AT DECOCAR C.A.	97/06	126,614	101,247
MP/VEN/97/108 PHASING OUT ODS AT VENIBER C.A.	97/06	164,592	101,491
MP/VEN/97/109 PHASING OUT ODS AT DANIVEN C.A.	97/06	104,030	91,934
MP/VEN/97/181 PHASING OUT ODS AT INDUSTRIAS TODOS C.A.: CARACAS	97/11	137,520	81,079

### Completed

MP/VEN/97/039 PROJECT FORMULATION OF INVESTMENT PROJECTS IN THE FOAM SECTOR	97/03	30,000	29,028
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## VIET NAM

### Newly Approved

DG/VIE/96/023 ENVIRONMENTAL MANAGEMENT IN HO CHI MINH CITY	98/10	336,000	136,341
DG/VIE/97/051 IMPLEMENTATION OF NATIONAL INDUSTRIAL STATISTICS PROGRAMME	98/05	311,000	33,986
MP/VIE/98/161 DEMONSTRATION PROJECT: ALTERNATIVES TO THE USE OF METHYL BROMIDE ON STACKED BAGS OF RICE, GRAIN IN SILOS AND TIMBER ON A WAREHOUSE UNDER TARPS AT VIET NAM FUMIGATION COMPANY	98/04	411,180	41,065
NC/VIE/98/022 RURAL INDUSTRY DEVELOPMENT FOR EMPLOYMENT AND INCOME GENERATION	98/08	90,550	88,590
NC/VIE/98/028 MANAGING VIET NAM'S INTEGRATION INTO THE GLOBAL ECONOMY: A ROAD MAP FOR DOMESTIC STRUCTURAL ADJUSTMENT	98/11	135,600	138,187
US/VIE/96/063 VIET NAM NATIONAL CLEANER PRODUCTION CENTRE	98/03	1,140,800	155,088

### Ongoing

DG/VIE/95/019 INDUSTRIAL POLLUTION REDUCTION IN VIET TRI	96/05	475,428	464,381
DG/VIE/95/053 INDUSTRIAL POLLUTION REDUCTION IN DONG NAI	96/06	559,115	561,436
DP/VIE/94/019 INDUSTRIAL STRATEGY FOR VIET NAM	96/04	279,500	268,677
TF/VIE/95/A58 TF/VIE/96/001 MEDIUM-TERM INDUSTRY AND STRATEGY - MODULE 5: CHIEF TECHNICAL ADVISOR AND RELATED SUPPORTING SERVICES	96/07	803,472	802,552

Project Number Project Title	Approval Date	Budget	Delivery
TF/VIE/97/001 REDUCTION OF INDUSTRIAL POLLUTION: HO CHI MINH CITY: PHASE II	97/07	240,545	150,829
US/VIE/93/078 PILOT PROJECT FOR INDUSTRIALIZED BUILDING BASED ON LIGHTWEIGHT MODULAR COMPONENTS	93/07	200,000	166,783
US/VIE/94/109 TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD-PROCESSING INDUSTRY	95/03	450,100	438,716
US/VIE/95/004 TF/VIE/98/002 TF/VIE/96/002 ASSISTANCE TO PRIVATE SMALL AND MEDIUM INDUSTRIAL ENTERPRISES	95/09	2,363,366	1,848,226

### Completed

MP/VIE/95/047 PHASING OUT ODS: SEAREFICO AND SEAREE INDUSTRIAL REFRIGERATION PLANTS OF SEAPRODEX COMPANY	95/03	497,070	493,594
TF/VIE/95/058 MEDIUM-TERM INDUSTRY AND TRADE STRATEGY	95/07	299,888	299,888
UC/VIE/95/110 REDUCTION, CONTROL AND TREATMENT OF EFFLUENT IN A TEXTILE FACTORY	95/10	16,726	16,726
UC/VIE/95/111 APPLICATION OF CAD/CAM TECHNIQUES IN GARMENT MANUFACTURING INDUSTRY	95/10	10,041	10,041

## YEMEN

### Completed

DP/YEM/95/003 SUPPORT PROGRAMME TO PRIVATIZATION	95/09	1,012,636	978,338
DP/YEM/95/004 SUPPORT TO YEMEN FREE ZONES DEVELOPMENT	95/09	651,220	650,101
NC/YEM/96/51D POVERTY STRATEGY INITIATIVES: PROGRAMME SUPPORT DOCUMENT FORMULATION ON POVERTY ERADICATION/EMPLOYMENT GENERATION	97/03	9,875	9,271

## THE FEDERAL REPUBLIC OF YUGOSLAVIA (SERBIA AND MONTENEGRO) <sup>a/</sup>

### Newly Approved

MP/YUG/98/011 PREPARATION OF REFRIGERANT MANAGEMENT PLAN	98/04	10,000	10,000
MP/YUG/98/066 CREATION OF AN OZONE SECRETARIAT	98/09	151,500	1,819
MP/YUG/98/076 REPLACEMENT OF CFC-113 AS SOLVENT FOR DIALYSER CLEANING BY WATER AND STEAM AT HEMOMED LTD.	98/11	608,729	0

### Ongoing

MP/YUG/97/063 COUNTRY PROGRAMME PREPARATION	97/04	80,000	75,873
MP/YUG/97/205 PREPARATION OF AN INVESTMENT PROJECT IN THE SOLVENT SECTOR FOR PHASING OUT ODS: HEMOFARM	97/12	10,000	5,157
MP/YUG/97/206 PREPARATION OF AN INVESTMENT PROJECT IN THE REFRIGERATION SECTOR FOR PHASING OUT ODS: OBOD	97/12	10,000	10,018

## ZAMBIA

### Ongoing

DG/ZAM/92/026 DEVELOPING CAPACITY IN THE MINISTRY OF COMMERCE, TRADE AND INDUSTRY FOR PRIVATE SECTOR POLICY FORMULATION, ANALYSIS AND COORDINATION	94/03	634,869	487,301
DG/ZAM/93/003 SUPPORT TO MICRO AND SMALL ENTERPRISE SECTOR	95/10	179,372	139,453

a/ See resolution GC/S.1/Res.1 adopted by the General Conference at its first special session, and United Nations Security Council resolutions 1022 and 1075 adopted in 1995 and 1996 respectively.



Project Number Project Title	Approval Date	Budget	Delivery
NC/ZAM/97/011 (former NC/ZAM/94/03D) STUDY TO APPRAISE THE STATE OF PREPARATION OF REHABILITATION OF ZAMBIAN INDUSTRIAL ENTERPRISES	95/04	68,000	57,983
TF/ZAM/89/903 DEVELOPMENT OF RURAL INDUSTRIES AT GRASS-ROOT LEVEL	91/12	224,880	208,213

## ZIMBABWE

### Newly Approved

NC/ZIM/97/029 ASSISTANCE TO THE MINISTRY OF MINES IN STRENGTHENING THE ARTISANAL AND SMALL-SCALE MINING SECTOR	98/02	63,800	48,248
TF/ZIM/97/A10 ENHANCEMENT OF SOUTH-SOUTH COOPERATION FOR PROMOTION OF INVESTMENT AND TECHNOLOGY TRANSFER IN THE SOUTHERN AFRICAN REGION	98/11	309,734	580
US/ZIM/98/069 ASSISTANCE IN TANNERY POLLUTION CONTROL FOR THE ESTABLISHMENT OF A COMMON EFFLUENT TREATMENT PLANT IN ZIMBABWE (NATIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME)	98/12	418,000	0
XA/ZIM/98/601 NATIONAL INDUSTRIAL STATISTICS PROGRAMME	98/02	84,438	43,401

### Ongoing

MP/ZIM/97/182 DEMONSTRATION PROJECT: TWO ALTERNATIVES TO THE USE OF METHYL BROMIDE IN THE PRODUCTION OF TOBACCO DROUGHT-RESISTANT SEEDLINGS: NON-SOIL CULTIVATION AND LOW-DOSE CHEMICALS	97/12	370,700	242,671
NC/ZIM/97/023 ESTABLISHMENT OF A NATIONAL PRODUCTIVITY CENTRE	97/09	39,700	15,279
NC/ZIM/97/024 ASSESSMENT OF CAPACITY-BUILDING - REQUIREMENT AT THE ZIMBABWE INVESTMENT CENTRE	97/09	86,700	80,646
NC/ZIM/97/028 (former NC/ZIM/95/02D) ASSISTANCE TO THE INDUSTRIAL DEVELOPMENT CORPORATION FOR DEVELOPING A POLICY AND STRATEGY FOR CAPACITY-BUILDING FOR INDUSTRIAL HUMAN RESOURCES DEVELOPMENT	97/01	102,634	96,455
US/ZIM/92/200 NATIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME (ALSO REFERS TO US/RAF/92/200)	94/08	624,600	609,492
US/ZIM/96/062 WOMEN ENTREPRENEURSHIP DEVELOPMENT IN THE FOOD-PROCESSING SUBSECTOR: PREPARATORY ASSISTANCE	96/10	61,000	46,992
US/ZIM/97/117 DEVELOPMENT OF THE SMI SECTOR USING CLUSTERING AND NETWORKING	97/12	594,000	3,681

## AFRICA REGION

### Newly Approved

DU/RAF/98/024 INDUSTRIAL SUBCONTRACTING AND PARTNERSHIP FAIRS IN THE IOC SUBREGION	98/09	300,000	108,862
SF/RAF/98/003 ADVISORY SERVICES ON THE INVESTMENT MODE FRAMEWORK FOR THE BOT RASCOM PROJECT	98/06	168,000	145,667
TF/RAF/98/002 PROGRAMME D'ACTION EN FAVEUR DE LA COOPERATION INDUSTRIELLE ENTRE ENTREPRISES FRANCAISES ET ENTREPRISES DE PAYS EN DEVELOPPEMENT AFRICAINS	98/02	169,794	51,075
XA/RAF/98/602 WORKSHOP ON SMALL-SCALE AND ENERGY-EFFICIENT BRICK-MAKING TECHNOLOGY: BANDUNG, INDONESIA	98/02	51,900	44,685
XA/RAF/98/608 MUNICIPAL WASTE MANAGEMENT PROGRAMME IN AFRICA REGION (BUILDING CONSENSUS AND CRITICAL CAPACITIES)	98/05	224,000	94,770
XA/RAF/98/613 PRODUCT AND MARKET DEVELOPMENT FOR SISAL AND HENEQUEN	98/02	301,774	150,051
XA/RAF/98/633 PROMOTION OF THE TRADITIONAL TEXTILE INDUSTRY IN WEST AFRICA: PHASE III: CREATION OF A REGIONAL TISSUTHEQUE	98/04	70,624	52,911

Project Number Project Title	Approval Date	Budget	Delivery
XA/RAF/98/646 INVESTMENT, TECHNOLOGY AND INFORMATION PROGRAMME FOR SELECTED ENGLISH-SPEAKING AFRICAN COUNTRIES	98/02	96,770	20,692
XA/RAF/98/648 TRAINING OF DELEGATES FROM FRANCOPHONE COUNTRIES IN INVESTMENT PROMOTION TECHNIQUES AT UNIDO'S INVESTMENT PROMOTION SERVICE OFFICES	98/02	50,000	49,248
<b>Ongoing</b>			
EG/RAF/92/G34 TF/RAF/98/001 WATER POLLUTION CONTROL AND BIODIVERSITY CONSERVATION IN THE GULF OF GUINEA LARGE MARINE ECOSYSTEM	92/03	5,579,061	5,285,254
MP/RAF/97/088 DEVELOPMENT OF REFRIGERATION MANAGEMENT PLANS	97/06	60,000	44,233
TF/RAF/87/901 PROJECT DEVELOPMENT FACILITY FOR PROMOTION OF AGRO-INDUSTRIES IN AFRICA	88/02	381,984	364,609
TF/RAF/90/001 DEVELOPMENT AND DISSEMINATION OF APPROPRIATE FOOD-PROCESSING EQUIPMENT FOR RURAL WOMEN IN SUB-SAHARAN AFRICA	92/10	652,071	615,236
TF/RAF/90/902 ACTION PROGRAMME TO SUPPORT THE DYNAMIC DEVELOPMENT OF THE BUILDING MATERIALS INDUSTRY (WITH PARTICULAR REFERENCE TO CEMENT INDUSTRY) IN THE PTA SUBREGION	91/05	708,850	689,377
TF/RAF/93/B10 INDUSTRIAL HUMAN RESOURCE DEVELOPMENT - POLICIES AND PRACTICES IN SUB-SAHARAN AFRICA	94/01	176,000	166,053
TF/RAF/93/F10 PROMOTION OF TEXTILE INDUSTRY IN MALI AND GUINEA: BUILDING AND UPGRADING OF NATIONAL CAPACITY IN TRADITIONAL TEXTILE AND ENTREPRENEURSHIP DEVELOPMENT	95/06	379,000	375,463
TF/RAF/95/012 DEVELOPPEMENT ET DIFFUSION DE MATERIEL DE TRANSFORMATION DES PRODUITS ALIMENTAIRES POUR LES FEMMES RURALES: PHASE II	96/09	180,964	81,866
TF/RAF/96/A10 CAPACITY-BUILDING IN INDUSTRIAL TECHNOLOGY AND MARKET INFORMATION WITH EMPHASIS ON LDCS	97/06	355,800	216,953
TF/RAF/96/B10 PROMOTION OF THE TRADITIONAL TEXTILE INDUSTRY IN WEST AFRICA: PHASE III: CREATION OF A REGIONAL TISSUTHEQUE	97/06	237,527	173,297
US/RAF/88/273 DEVELOPMENT OF PROTOTYPE MOBILE SEED DRESSING APPLICATORS SUITABLE FOR AFRICAN COUNTRIES: SEMINAR ON SEED DRESSING: ARUSHA, REPUBLIC OF TANZANIA	91/12	762,000	744,971
US/RAF/90/190 ESTABLISHMENT OF A NON-METALLIC MINERALS RESEARCH AND DEVELOPMENT LABORATORY AT THE EASTERN AND SOUTHERN AFRICAN MINERAL RESOURCES DEVELOPMENT CENTRE	92/01	1,839,600	1,829,409
US/RAF/92/200, A20, B20, C20, D20, E20, F20, TF/KEN/96/002 REGIONAL AFRICA LEATHER AND FOOTWEAR INDUSTRY SCHEME (RALFIS)	92/12	5,345,061	5,214,106
US/RAF/95/171 UNIDO 2000 - HIGH IMPACT PROGRAMMES: NO. 3 - UNIDO QUALITY PROGRAMME: APPLICATION OF QUALITY PRINCIPLES TO THE FOOD-PROCESSING SECTOR IN SEVEN SUB-SAHARAN COUNTRIES	96/11	2,045,000	796,893
US/RAF/96/060 FC/RAF/96/001 PRODUCT AND MARKET DEVELOPMENT FOR SISAL AND HENEQUEN	96/09	2,614,233	636,132
US/RAF/96/183 ASSISTANCE TO COMESA COUNTRIES IN REHABILITATING AND UPGRADING THEIR METALLURGICAL INDUSTRIES WITH SPECIAL EMPHASIS ON IRON AND STEEL SECTOR	96/12	803,300	443,216
US/RAF/97/010 INTRODUCTION OF WET-WHITE CLEAN TECHNOLOGY LEATHER PROCESS IN ESALIA COUNTRIES: REGIONAL WORKSHOPS: JOHANNESBURG, SOUTH AFRICA; NAIROBI, KENYA	97/07	264,000	180,204
<b>Completed</b>			
DU/RAF/89/850 MANUFACTURE OF EQUIPMENT FOR ROAD, RAIL, MARITIME AND IN-LAND WATER TRANSPORT IN AFRICA	90/10	578,000	572,859
NC/RAF/92/019 THE IMPACT OF CHANGES IN THE REPUBLIC OF SOUTH AFRICA ON THE INDUSTRIAL SECTOR IN THE SOUTHERN AFRICA REGION	93/02	96,000	93,515
TF/RAF/87/906 ASSISTANCE TO RURAL WOMEN IN GARI-PROCESSING: ANAMBRA STATE, NIGERIA	91/12	56,067	43,558
TF/RAF/95/B10 PRODUCTION IMPROVEMENT FOR AFRICAN MANUFACTURING INDUSTRIES THROUGH THE SENIOR EXPERTS PROGRAMME IN AFRICA: PHASE I: PREPARATORY ASSISTANCE	97/07	40,800	37,266

Project Number Project Title	Approval Date	Budget	Delivery
TF/RAF/96/002 PROGRAMME D'ACTION EN FAVEUR DE LA COOPERATION INDUSTRIELLE ENTRE ENTREPRISES FRANCAISES ET ENTREPRISES DE PAYS EN DEVELOPPEMENT AFRICAINS	96/02	204,459	204,459
UC/RAF/92/170 ASSISTANCE POUR LA MISE EN PLACE DU FONDS D'AIDE A LA PROMOTION DE L'INVENTION ET DE L'INNOVATION	92/12	70,328	70,331
US/RAF/90/279 ASSESSMENT OF THE CAPACITIES AND CAPABILITIES FOR THE MANUFACTURE OF TELECOMMUNICATIONS EQUIPMENT IN AFRICA: EXPERTS MEETING	92/01	340,743	340,743
US/RAF/92/159 ASSISTANCE TO THE PTA COUNTRIES IN REHABILITATING AND UPGRADING THEIR METALLURGICAL INDUSTRIES WITH SPECIAL REGARD TO THE IRON AND STEEL SECTOR	93/01	678,747	678,746
US/RAF/95/024 PROGRAMME SOUS-REGIONAL DE MOBILISATION DES RESSOURCES D'INVESTISSEMENT POUR LA CREATION ET/OU LA REHABILITATION DES PME/PMI: 2EME PHASE	95/07	98,500	97,866
XA/RAF/98/614 CAPACITY-BUILDING FOR INTERACTIVE POLICY FORMULATION AND FOR PROMOTING PARTNERSHIP PLATFORMS IN THE FRAMEWORK OF THE ALLIANCE FOR AFRICA'S INDUSTRIALIZATION	98/02	54,790	54,790

## ARAB REGION

### Ongoing

DU/RAB/96/001 RESTRUCTURATION INDUSTRIELLE ET APPUI A LA CREATION DES PETITES ET MOYENNES ENTREPRISES/INDUSTRIES PAR ESSAIMAGE	97/02	68,000	56,429
US/RAB/90/018 PROGRAMME DE PROMOTION DE LA SOUSTRITAANCE INTERNATIONALE ENTRE PAYS ARABES ET LA FRANCE (PRINCIPALEMENT DANS LE SECTEUR DES INDUSTRIES METALLIQUES, MECANIKES, ELECTRIQUES ET ELECTRONIQUES)	90/04	959,332	948,614

### Completed

DP/RAB/95/004 INVESTMENT PROMOTION AT THE MIDDLE EAST/NORTH AFRICA ECONOMIC SUMMIT: AMMAN, JORDAN	95/10	100,000	98,468
PD/RAB/92/002 FORMULATION OF A PROJECT AIMED AT DEVELOPING AND SUPPORTING SMALL AND MEDIUM INDUSTRIES: BAHRAIN	95/03	35,000	16,899
US/RAB/93/005 SEMINAR ON THE DEVELOPMENT OF INDUSTRIAL COOPERATION BETWEEN GULF COOPERATION COUNCIL MEMBER STATES IN THE FIELD OF SMALL- AND MEDIUM-SCALE INDUSTRIES: MUSCAT, OMAN	93/10	70,000	70,000
US/RAB/93/096 MARKET ANALYSIS AND CONCEPTUAL PLAN FOR THE ESTABLISHMENT OF A PLANT TO MANUFACTURE MACHINE-TOOLS IN GULF COOPERATION COUNCIL MEMBER COUNTRIES: OPPORTUNITY STUDY	94/07	199,743	199,744
US/RAB/93/150 SETTING UP AN INFORMATION CENTRE AT THE SECRETARIAT GENERAL OF THE GENERAL UNION OF CHAMBERS OF COMMERCE, INDUSTRY AND AGRICULTURE FOR ARAB COUNTRIES	95/03	106,413	106,413
US/RAB/96/174 RESTRUCTURING AND PERFORMANCE IMPROVEMENT IN THE IRON AND STEEL SECTOR OF ARAB COUNTRIES: WORKSHOP: CAIRO, EGYPT	96/11	41,738	41,738
US/RAB/97/144 ASSISTANCE TO THE EIGHTH CONFERENCE FOR INDUSTRIAL DEVELOPMENT IN ARAB COUNTRIES: DAMASCUS, SYRIAN ARAB REPUBLIC	97/12	66,372	62,589

## ASIA AND THE PACIFIC REGION

### Newly Approved

KO/RAS/97/A36 RUSSIAN FEDERATION PRIMORSKY KRAI INVESTMENT PROMOTION PROGRAMME	98/01	132,743	103,695
NC/PMI/98/001 ECONOMIC ASSESSMENT OF AN EXISTING INTEGRATED BIOMASS SYSTEM IN FIJI	98/09	27,000	23,398
SF/RAS/98/006 DEVELOPMENT OF A POLICY FRAMEWORK AND TRAINING NEEDS ASSESSMENT FOR THE ESTABLISHMENT OF THE SOUTH-EAST ASIAN CENTRE FOR TRAINING IN ENERGY FOR DEVELOPMENT	98/05	93,650	58,210

Project Number Project Title	Approval Date	Budget	Delivery
TF/RAS/97/026, A26, XP/RAS/98/026 SETAC/UNIDO ASIA/PACIFIC REGIONAL WORKSHOP ON ECOTOXICOLOGICAL RISK ASSESSMENT: SEOUL, REPUBLIC OF KOREA	98/03	70,400	59,532
US/RAS/97/137 POLLUTION CONTROL AND TREATMENT OF TANNERY EFFLUENT AT HAZARIBAGH: PHASE I	98/09	665,000	4,452
US/RAS/98/004 PROGRAMME OF TOTAL QUALITY MANAGEMENT AND STANDARDIZATION IN ASEAN COUNTRIES	98/03	242,337	212,724
XP/RAS/98/032 PREPARATORY ASSISTANCE FOR THE ESTABLISHMENT OF UNIDO/UNEP NATIONAL CLEANER PRODUCTION CENTRES IN INDONESIA AND PHILIPPINES AND PROVINCIAL CLEANER PRODUCTION CENTRES IN CHINA	98/02	17,000	16,428
<b>Ongoing</b>			
DP/RAS/93/061 PESTICIDES PRODUCTION AND INFORMATION	93/06	1,669,579	1,557,803
DU/RAS/93/066 ASIAN BIOTECHNOLOGY AND BIODIVERSITY	94/09	360,000	339,326
DU/RAS/97/300 PRIVATE SECTOR AND SUSTAINABLE LIVELIHOOD PROGRAMME	97/07	604,600	246,745
NC/PMI/97/001 PRIVATE SECTOR AND SUSTAINABLE LIVELIHOOD PROGRAMME	97/08	51,200	49,725
UC/RAS/96/169 INTRODUCING NEW TECHNOLOGIES FOR ABATEMENT OF GLOBAL MERCURY POLLUTION IN INDONESIA, LAO PEOPLE'S DEMOCRATIC REPUBLIC, PAPUA NEW GUINEA, PHILIPPINES: PREPARATORY ASSISTANCE	96/12	30,000	27,934
US/RAS/92/120, 20A, 20B, 20C, 20D, 20E ASSISTANCE IN POLLUTION CONTROL IN THE TANNING INDUSTRY IN SOUTH-EAST ASIA	94/01	4,136,000	3,504,997
US/RAS/94/044 PROGRAMME ON USE OF ENERGY SAVING TECHNOLOGIES IN FOOD-PROCESSING AND PLASTIC TRANSFORMATION INDUSTRIES: INDIA AND PAKISTAN	94/05	132,744	132,641
US/RAS/95/045 AWARENESS BUILDING SEMINARS/WORKSHOPS AND COMPANY DIAGNOSIS ON IMPLEMENTATION OF STANDARDIZATION AND TOTAL QUALITY MANAGEMENT: TOKYO, JAPAN; BANGKOK, THAILAND	95/05	309,735	303,620
US/RAS/95/048 PROGRAMME FOR RATIONAL USE OF ENERGY SAVING TECHNOLOGIES IN IRON CASTING AND RUBBER INDUSTRY: CHINA AND VIET NAM	95/10	150,443	136,917
US/RAS/96/055 AWARENESS BUILDING SEMINARS/WORKSHOPS AND COMPANY DIAGNOSIS ON THE IMPLEMENTATION OF STANDARDIZATION AND TOTAL QUALITY MANAGEMENT IN ASEAN COUNTRIES	96/03	442,478	440,399
US/RAS/96/096 UT/RAS/96/096 NANJING FORUM'96 ON TECHNOLOGY COOPERATION FOR SMALL- AND MEDIUM-SCALE INDUSTRIES FOR SELECTED DEVELOPING COUNTRIES IN ASIA AND PACIFIC: NANJING, CHINA	96/06	80,000	67,390
US/RAS/96/219 INTRODUCTION OF TOTAL QUALITY MANAGEMENT AND STANDARDIZATION AT THE COMPANY LEVEL IN ASEAN COUNTRIES	97/04	349,048	331,554
US/RAS/97/138 UT/RAS/97/138 PROMOTION OF COOPERATION PARTNERSHIP AMONG SELECTED DEVELOPING COUNTRIES IN PHARMACEUTICAL INDUSTRY: FORUM: BEIJING, CHINA	97/12	76,000	64,787
<b>Completed</b>			
US/RAS/90/148 DEVELOPMENT AND USE OF COMPUTER SOFTWARE FOR PESTICIDE MARKET DATA INPUTS, STORAGE, RETRIEVAL AND DISSEMINATION: WORKSHOPS: BANGKOK, THAILAND; NEW DELHI, INDIA	90/10	294,000	295,735
US/RAS/92/122 SEMINARS ON PROMOTION AND APPLICATION OF ISO 9000: TOKYO, JAPAN; AND PROMOTION AND NEEDS ASSESSMENT ON STANDARDIZATION AND QUALITY CONTROL: MANILA, PHILIPPINES; TOKYO, JAPAN	92/07	237,488	237,488
US/RAS/93/062 SEMINARS: 1. PROMOTION AND APPLICATION OF ISO 9000: TOKYO, JAPAN; 2. PROMOTION AND NEEDS ASSESSMENT ON STANDARDIZATION AND QUALITY CONTROL: SINGAPORE; 3. BANGKOK, THAILAND	93/07	231,334	231,334
US/RAS/94/037 WORKSHOP ON QUALITY, STANDARDIZATION AND METROLOGY: BEIJING, CHINA	94/10	76,860	68,796
US/RAS/94/112 PROMOTION AND DEVELOPMENT OF AGRO-RELATED METALWORKING INDUSTRIES IN ASIAN AND PACIFIC LDCS: PHASE II - WORKSHOPS	95/08	529,000	321,940

Project Number Project Title	Approval Date	Budget	Delivery
US/RAS/97/153 SEMINAR ON TECHNOLOGY MANAGEMENT AND INDUSTRIAL DEVELOPMENT: TOKYO, JAPAN	98/01	79,500	71,188

## EUROPE AND NIS REGION

### Newly Approved

NC/RER/98/003 REGIONAL UMBRELLA PROGRAMME TO SUPPORT SMALL AND MEDIUM ENTERPRISE DEVELOPMENT	98/10	93,000	0
US/RER/98/158 SOFTWARE DEVELOPMENT: DECISION SUPPORT SYSTEM FOR SAFETY ASSESSMENT OF BIOTECHNOLOGY APPLICATION: WORKSHOP: TRIESTE, ITALY	98/03	27,323	931
XP/RER/98/004 OECD/UNIDO COOPERATION FOR ESTABLISHING A FORUM ON ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT	98/02	97,500	78,922
XP/RER/98/012 WORKSHOP ON EFFICIENT ELECTRIC POWER TECHNOLOGIES IN CEE AND CIS COUNTRIES: VIENNA, AUSTRIA	98/06	23,000	15,356

### Ongoing

DP/RER/97/005 REGIONAL UMBRELLA PROGRAMME TO SUPPORT SMALL AND MEDIUM ENTERPRISE DEVELOPMENT	97/05	1,998,900	758,957
UC/RER/95/103 PROTECTION OF THE CASPIAN SEA WATER FROM INDUSTRIAL POLLUTION: WORKSHOP, VIENNA, AUSTRIA: PREPARATORY ASSISTANCE	95/08	107,900	96,238
UC/RER/97/130 PREPARATORY ASSISTANCE TO SUPPORT SUSTAINABLE REGIONAL DEVELOPMENT IN EASTERN EUROPE AND CIS COUNTRIES	97/08	97,000	89,045
US/RER/95/145 REGIONAL PROGRAMME FOR THE ESTABLISHMENT OF HIGH-TECH INCUBATION SYSTEMS AT THE ACADEMIES OF SCIENCES IN THE CZECH REPUBLIC, HUNGARY, POLAND AND SLOVAKIA	96/07	1,135,639	481,937

### Completed

DP/RER/94/004 CATALYTIC SUPPORT TO SMALL AND MEDIUM PRIVATE ENTERPRISES	94/10	105,800	97,623
TF/RER/98/001 SME COOPERATION IN EXPANDING EU (WIFO/UNIDO CONSULTATION MEETING FOR PREPARATION OF RECOMMENDATIONS TO EU INDUSTRIAL COUNCIL)	98/06	14,590	14,090

## LATIN AMERICA AND THE CARIBBEAN REGION

### Newly Approved

US/CAM/97/140 INTEGRATED HUMAN RESOURCE DEVELOPMENT PROGRAMME FOR WOMEN ENTREPRENEURS IN FOOD -PROCESSING IN CENTRAL AMERICA: PHASE II	98/06	482,000	71,826
US/CAM/97/500 REGIONAL PROGRAMME FOR THE ESTABLISHMENT OF NATIONAL CLEANER PRODUCTION CENTRES IN CENTRAL AMERICA (UMBRELLA PROJECT)	98/01	495,575	384,910
XP/CAM/98/035 NETWORKING PROGRAMME FOR CENTRAL AMERICA: NEEDS ASSESSMENTS FOR THE ESTABLISHMENT OF EFFECTIVE NATIONAL INFORMATION NETWORKS	98/06	14,000	14,000
XP/RLA/98/023 HIGH-LEVEL MINISTERIAL MEETING ON INDUSTRIALIZATION: CARACAS, VENEZUELA	98/02	7,974	0
XP/RLA/98/039 DESIGN OF AN INTEGRATED PROGRAMME TO PROMOTE AND IMPROVE WOMEN'S PARTICIPATION IN THE MANUFACTURING SECTOR OF SELECTED LATIN AMERICAN COUNTRIES: PREPARATORY ASSISTANCE	98/02	52,000	51,543

### Ongoing

NC/CAR/94/01D COMPETITIVENESS OF CARIBBEAN MANUFACTURING AND RELATED SERVICE INDUSTRIES FOR THE TOURISM SECTOR	97/03	65,000	53,584
NC/RLA/98/004 (former NC/RLA/92/058) STRATEGY FOR ENVIRONMENTAL QUALITY MANAGEMENT FOR THREE SELECTED MEMBER STATES OF THE TREATY FOR AMAZONIAN CO-OPERATION	93/05	193,280	179,839

Project Number Project Title	Approval Date	Budget	Delivery
UC/RLA/97/004 ENHANCING AGRO-INDUSTRIAL SMALL AND MEDIUM ENTERPRISES COMPETITIVENESS IN MERCOSUR	97/02	69,000	49,365
US/CAM/92/152 ENHANCING THE ENTREPRENEURIAL PROSPECTS OF TRADITIONAL HANDICRAFTS IN CENTRAL AMERICA	93/07	322,486	317,356
US/CAM/97/505 TF/CAM/97/001 REGIONAL PROGRAMME FOR THE ESTABLISHMENT OF NATIONAL CLEANER PRODUCTION CENTRES IN CENTRAL AMERICA - NICARAGUA	97/09	613,199	206,910
US/RLA/89/089 REGIONAL PROGRAMME FOR THE DEVELOPMENT OF INDUSTRIAL SUBCONTRACTING IN LATIN AMERICA	90/08	1,302,240	1,301,970
US/RLA/90/204 EXPANSION OF THE REGIONAL PROGRAMME FOR THE DEVELOPMENT OF SUBCONTRACTING IN LATIN AMERICA TO FIVE ADDITIONAL COUNTRIES	91/07	686,837	675,122
US/RLA/97/033 STUDY TOUR TO ENCOURAGE INDUSTRIAL COOPERATION BETWEEN AUSTRIA AND LATIN AMERICA IN THE FIELD OF SUBCONTRACTING AND PARTNERSHIP	97/08	88,000	53,515
<b>Completed</b>			
DA/RLA/94/323 DP/RLA/92/016 100 INNOVATIVE BUSINESSES IN LATIN AMERICA AND THE CARIBBEAN	94/07	280,000	280,018
UC/RLA/96/218 UPDATING OF PROJECT DOCUMENT FOR HARMONIZATION OF TIMBER STRUCTURAL DESIGN CODES	96/12	39,259	39,260
US/CAM/92/061 TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD-PROCESSING INDUSTRY	93/06	348,082	348,082
XP/RLA/98/036 PROMOTION OF TECHNOLOGIES FOR INDUSTRIAL PRODUCTION OF PLANT-BASED MEDICINAL PRODUCTS IN LATIN AMERICAN COUNTRIES, NITEROI, BRAZIL	98/02	16,362	15,405
XP/RLA/98/053 INTERNATIONALIZATION OF SELECTED EXPERIENCES ON TECHNOLOGICAL INNOVATION IN MERCOSUR COUNTRIES - CLEANER PRODUCTION COMPONENT, PORTO ALEGRE, BRAZIL	98/02	18,384	18,384
XP/RLA/98/054 INTERNATIONALIZATION OF TECHNOLOGICAL INNOVATION MECHANISMS IN MERCOSUR COUNTRIES	98/02	5,000	5,000
<b>GLOBAL</b>			
<b>Newly Approved</b>			
CO/GLO/98/001 MAINTENANCE AND FURTHER DEVELOPMENT OF THE COMPUTER MODEL FOR FEASIBILITY ANALYSIS AND REPORTING - COMFAR III EXPERT	98/09	365,875	250,838
EG/GLO/97/G43 REMOVAL OF BARRIERS TO THE ABATEMENT OF GLOBAL MERCURY POLLUTION FROM ARTISANAL GOLD MINING	98/04	318,182	31,014
IP/GLO/98/FF1 GLOBAL PROJECT FOR CO-FINANCING CONTRIBUTIONS TO THE UNIDO INVESTMENT PROMOTION SERVICE OFFICE IN PARIS, FRANCE	98/02	29,621	30,216
TF/GLO/96/013 PREPARATORY AND PILOT ACTIVITIES PHASE FOR THE ESTABLISHMENT OF AN INTERNATIONAL MATERIALS ASSESSMENT AND APPLICATION CENTRE	98/03	119,258	20,888
TF/GLO/97/002 INTERNATIONAL CONFERENCE ON BIOTECHNOLOGY AND PUBLIC PERCEPTION: VIENNA, AUSTRIA	98/08	104,736	93,133
TF/GLO/98/002 UNIDO CENTRE FOR INTERNATIONAL INDUSTRIAL COOPERATION IN MOSCOW, RUSSIAN FEDERATION	98/06	158,541	96,188
US/GLO/97/070 STRENGTHENING OF UNIDO/UNEP NETWORK OF NATIONAL CLEANER PRODUCTION CENTRES	98/07	268,500	21,452
US/GLO/98/012 SERVICE DE L'ONUDI A PARIS POUR LE RENFORCEMENT DE LA COOPERATION INDUSTRIELLE ENTRE LES PAYS EN VOIE DE DEVELOPPEMENT	98/06	826,788	861,073
US/GLO/98/038 UNIDO SERVICE IN JAPAN FOR THE PROMOTION OF INDUSTRIAL INVESTMENT IN DEVELOPING COUNTRIES (INVESTMENT AND TECHNOLOGY PROMOTION OFFICE)	98/08	1,756,640	1,196,348
US/GLO/99/001 UNIDO INVESTMENT AND TECHNOLOGY PROMOTION OFFICE IN ITALY	98/12	1,363,636	490,800

Project Number Project Title	Approval Date	Budget	Delivery
XP/GLO/98/006 ASSISTANCE IN ACHIEVING UNIDO'S SEAL FOR ACCREDITATION	98/02	136,230	69,927
XP/GLO/98/007 EFFECTS OF EXPORT PROCESSING ZONES ON INDUSTRIAL DEVELOPMENT AND INTERNATIONAL COMPETITIVENESS	98/02	16,500	10,053
XP/GLO/98/010 PROMOTION OF QUALITY DEVELOPMENT AND IDENTIFICATION OF TRADE IMPLICATIONS RESULTING FROM INTERNATIONAL STANDARDS FOR QUALITY AND ENVIRONMENTAL MANAGEMENT SYSTEMS	98/05	185,150	55,647
XP/GLO/98/011 STRENGTHENING OF UNIDO'S HUMAN RESOURCES DEVELOPMENT COMPONENT IN TECHNICAL ASSISTANCE PROGRAMMES AND PROJECTS THROUGH THE DEVELOPMENT OF MULTIMEDIA TRAINING TOOLS	98/02	107,000	30,211
XP/GLO/98/018 UNIDO CONTRIBUTION TO CONFERENCE ON BUSINESS DEVELOPMENT SERVICES, BRAZIL	98/09	39,175	26,507
XP/GLO/98/043 FACILITY TO IMPLEMENT TRAINING PROGRAMMES ON PREPARATION AND APPRAISAL OF INVESTMENT PROJECTS IN DEVELOPING COUNTRIES (NATIONAL LEVEL)	98/02	29,897	22,360
XP/GLO/98/060 PREPARATORY ASSISTANCE FOR THE DEVELOPMENT OF PERFORMANCE NORMS AND BENCHMARKS FOR INDUSTRIAL PROCESSES BASED ON THE LIFE CYCLE CONCEPT	98/02	78,794	56,608
XP/GLO/98/061 SYSTEM OF INDUSTRIAL DEVELOPMENT INDICATORS	98/02	117,807	15,138
<b>Ongoing</b>			
MP/GLO/96/217 PREPARATION OF DEMONSTRATION PROJECTS ON ALTERNATIVES TO METHYL BROMIDE	96/12	542,000	399,199
TC/GLO/95/091 TN/GLO/95/091 UNIDO INVESTMENT PROMOTION SERVICE OFFICE, BEIJING, CHINA	96/01	156,820	146,018
TF/GLO/89/905 PROJECT DEVELOPMENT FACILITY IN SUPPORT OF MANUFACTURING INDUSTRY IN DEVELOPING COUNTRIES	93/04	187,611	125,381
TF/GLO/92/020 STUDY FOR THE ESTABLISHMENT OF AN INTERNATIONAL CENTRE FOR HYDROGEN ENERGY TECHNOLOGY IN TURKEY	93/02	88,496	86,935
TF/GLO/93/010 SUPPORT FOR CLEANER PRODUCTION ACTIVITIES IN THE ENVIRONMENT COORDINATION UNIT	93/09	22,973	19,297
TF/GLO/93/011 ASSOCIATE FIELD OPERATIONS OFFICER, ASIA AND PACIFIC BUREAU, FIELD OPERATIONS AND ADMINISTRATION DIVISION	93/07	180,000	181,398
TF/GLO/93/013 PROGRAMME TO PROMOTE APPLICATIONS FOR AND COMMERCIALIZATION OF SOLAR ENERGY TECHNOLOGIES IN DEVELOPING COUNTRIES	94/03	397,724	388,997
TF/GLO/95/005 PILOT AND PREPARATORY PHASE FOR THE ESTABLISHMENT OF AN INTERNATIONAL CENTRE FOR MATERIALS EVALUATION TECHNOLOGY	96/01	221,197	80,178
TF/GLO/96/003 PROMOTION OF INDUSTRIAL COOPERATION BETWEEN THE RUSSIAN FEDERATION AND SWITZERLAND IN THE FIELD OF CONSTRUCTION MATERIALS	96/07	423,907	366,996
TF/GLO/96/011 FINANCEMENT DE CONSULTANTS AU SIEGE DE L'ONUDI ET SUR LE TERRAIN DANS LE CADRE DE MISSIONS DE COOPERATION TECHNIQUE	97/09	427,434	92,266
TF/GLO/96/105 INTERNATIONAL CENTRE FOR SCIENCE AND HIGH TECHNOLOGY	96/08	10,699,002	7,994,841
UC/GLO/96/172 BIOTECHNOLOGY TECHMART, MOSCOW: PREPARATORY ASSISTANCE	96/11	15,000	12,839
UC/GLO/97/014 TO FUND IDF PROJECT EXPENDITURE EXCEEDING DONOR CONTRIBUTIONS	97/03	100,687	100,687
UC/GLO/97/152 PREPARATION OF AN INDUSTRIAL ENERGY AUDITING MULTI MEDIA TOOLKIT	97/09	58,300	30,850
US/GLO/90/142 UNIDO SERVICE IN PORTUGAL FOR THE PROMOTION OF INDUSTRIAL INVESTMENT AND THE STRENGTHENING OF COOPERATION WITH DEVELOPING COUNTRIES	92/02	430,000	0
US/GLO/91/068 UNIDO SERVICE IN GREECE FOR THE PROMOTION OF INDUSTRIAL INVESTMENT AND THE STRENGTHENING OF COOPERATION WITH DEVELOPING COUNTRIES	92/07	2,680,768	2,007,825

Project Number Project Title	Approval Date	Budget	Delivery
US/GLO/91/069 UMBRELLA CONTRIBUTION FOR PREPARATORY ASSISTANCE PROJECTS UNDER THE INDUSTRIAL DEVELOPMENT FUND	91/12	379,555	0
US/GLO/91/207 WOMEN-IN-INDUSTRY EXPERTS FOR COUNTRY PROGRAMMING AND PROJECT FORMULATION MISSION	92/08	106,195	103,994
US/GLO/92/038 SUPPORT TO THE UNIDO PLAN OF ACTION FOR THE INTEGRATION OF WOMEN INTO INDUSTRIAL DEVELOPMENT: PHASE II (NGO FORUM: BEIJING, CHINA)	92/05	602,326	578,961
US/GLO/92/P12 PROJET D'ETUDES SUR LE SECTEUR AGRO-ALIMENTAIRE AU PARAGUAY - INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/11	111,947	90,560
US/GLO/93/175 PROMOTION OF INDUSTRIAL COOPERATION BETWEEN COMPANIES FROM WALLOON REGION OF BELGIUM AND COMPANIES FROM SELECTED DEVELOPING AND CENTRAL/EASTERN EUROPEAN COUNTRIES	94/05	692,253	614,970
US/GLO/94/009, A09, B09, UC/GLO/94/C09 IN-DEPTH EVALUATION OF UNIDO'S DEVELOPMENT AND TRANSFER OF TECHNOLOGY ACTIVITIES	95/03	116,000	76,778
US/GLO/94/202, US/GLO/95/098, US/GLO/96/128, US/GLO/93/113 INDUSTRIAL COOPERATION FOR PROMOTION OF INVESTMENT PROJECTS IN DEVELOPING COUNTRIES TO BE UNDERTAKEN BY THE JAPANESE PRIVATE SECTOR	93/10	5,176,765	4,781,496
US/GLO/95/001 UNIDO INDUSTRIAL PROMOTION OFFICE IN MILAN, ITALY	95/08	3,281,364	3,043,495
US/GLO/95/142 SUPPORT TO DEVELOPING COUNTRIES IN THE MANAGEMENT OF DEVELOPMENT COOPERATION	95/11	143,250	140,686
US/GLO/95/144 UNIDO/ITALY JOINT PROGRAMME IN THE FIELD OF SMALL AND MEDIUM ENTERPRISE DEVELOPMENT	95/12	2,674,000	1,282,771
US/GLO/95/152 UNIDO INVESTMENT PROMOTION SERVICE OFFICE IN BAHRAIN	95/11	601,314	533,477
US/GLO/95/155 UNIDO INVESTMENT PROMOTION SERVICE OFFICE IN VIENNA	96/01	1,358,600	1,015,377
US/GLO/96/135 UNIDO SERVICE IN THE REPUBLIC OF KOREA FOR THE PROMOTION OF INDUSTRIAL INVESTMENT IN DEVELOPING COUNTRIES	96/07	332,342	243,979
US/GLO/96/145 UNIDO/ITALY JOINT SMALL AND MEDIUM INDUSTRY PROGRAMME COMPONENT FOR THE ESTABLISHMENT OF INTERNATIONAL BUSINESS INCUBATION SYSTEMS	97/02	619,000	235,838
US/GLO/97/013 PARTICIPATION OF SELECTED R AND D CENTRES FROM DEVELOPING COUNTRIES AT THE FORTHCOMING INTERNATIONAL CONVENTION FOOD INGREDIENTS: NEW TECHNOLOGIES: ITALY	97/08	282,000	256,026
US/GLO/97/120 UT/GLO/97/120 UNIDO INVESTMENT PROMOTION SERVICE OFFICE: WARSAW, POLAND	97/07	920,586	758,623
US/GLO/97/121 LIAISON ARRANGEMENTS BETWEEN UNIDO AND SWISS INDUSTRY	97/07	479,100	319,319
<b>Completed</b>			
CO/GLO/95/001 THIRD GENERATION OF THE UNIDO COMPUTER MODEL FOR FEASIBILITY ANALYSIS AND REPORTING	95/02	904,625	871,987
EP/GLO/94/001 PROJECT FOR NATIONAL CLEANER PRODUCTION CENTRES IN ONE DEVELOPING COUNTRY: PHASE 1A	94/10	88,496	84,561
EP/GLO/95/002 SUPPORT TO NATIONAL CLEANER PRODUCTION CENTRES	95/07	828,667	824,643
IP/GLO/95/001 CO-FINANCING CONTRIBUTION FROM THE MINISTRY OF FOREIGN AFFAIRS FRANCE TO UNIDO INVESTMENT PROMOTION SERVICE OFFICE PARIS	95/03	82,756	82,754
IP/GLO/95/002 SEBRAE/CNI BRAZIL CO-FINANCING CONTRIBUTIONS TO UNIDO INVESTMENT PROMOTION SERVICE OFFICE PARIS	95/03	139,041	139,041
IP/GLO/95/005 PARIS INVESTMENT PROMOTION SERVICE OFFICE - CO-FINANCING CONTRIBUTION FROM EUROPEAN UNION FOR THE FORUM EUROPALIA 1995	95/04	302,637	302,638
IP/GLO/95/006 PARIS INVESTMENT PROMOTION SERVICE OFFICE - CO-FINANCING CONTRIBUTION FROM ACTIM, FRANCE	95/04	20,255	20,255



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IP/GLO/95/100 MILAN INVESTMENT PROMOTION SERVICE OFFICE - CO-FINANCING CONTRIBUTIONS FROM BORITEC, EPRO, SEED (EXCLUDES CO-FINANCING OF FEASIBILITY STUDIES)	95/04	189,277	189,276
IP/GLO/96/007 CONTRIBUTION BY MINISTRY OF INDUSTRY, NIGERIA, TO THE DELEGATE'S PROGRAMME AT INVESTMENT PROMOTION SERVICE OFFICE PARIS - CO-FINANCING ACTIVITY	96/08	30,151	30,152
IP/GLO/96/008 EUROPALIA 96 - CO-FINANCING ACTIVITY OF IPS PARIS - CONTRIBUTIONS FROM EUROPEAN UNION AND NACIONAL FINANCIERA (NAFIN) MEXICO	96/11	144,367	144,366
IP/GLO/96/151 MILAN IPS - CO-FINANCING CONTRIBUTIONS FOR THE PREPARATION OF FEASIBILITY STUDIES	96/01	27,745	27,745
IP/GLO/97/009 CO-FINANCING CONTRIBUTION FROM SEBRAE BRAZIL, TO INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/04	53,201	53,201
IP/GLO/97/010 RENCONTRES INDUSTRIELLES FRANCO-CHINOISES - CONTRIBUTION FROM MINISTRY OF FOREIGN AFFAIRS, FRANCE	97/05	26,617	26,617
IP/GLO/97/011 EUROPALIA 97 - CO-FINANCING CONTRIBUTIONS FROM EUROPEAN UNION, FRENCH MINISTRY OF AGRICULTURE AND FISHERY AND FRENCH CHAMBER OF COMMERCE AND INDUSTRY TO INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/05	41,095	41,095
IP/GLO/97/012 CHINESE DELEGATION IN FRANCE - CO-FINANCING CONTRIBUTION MINISTERE AGRICULTURE, PECHE AND ALIMENTATION TO INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/05	9,262	9,262
IP/GLO/97/013 POURSUITE EN 1997 DU PROGRAMME POUR LE PARTENARIAT INDUSTRIEL ENTRE LES PME FRANCAISES ET BRESILIENNES - MINISTRY OF FOREIGN AFFAIRS CONTRIBUTION TO INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/06	15,616	15,616
IP/GLO/97/014 SUBVENTIONS DE TYPE AL-INVEST - CO-FINANCING CONTRIBUTIONS TO INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/07	7,290	7,290
IP/GLO/97/015 COLLABORATION ENTRE INVESTMENT PROMOTION SERVICE OFFICE PARIS ET BANCOMEXT - COFINANCING ACTIVITY	97/09	35,658	35,658
IP/GLO/97/016 CONTRIBUTION BY THE GOVERNMENT OF CÔTE D'IVOIRE FOR THE HOSTING OF A DELEGATE FROM CÔTE D'IVOIRE AT INVESTMENT PROMOTION SERVICE OFFICE PARIS	97/11	10,848	10,848
IP/GLO/97/101 MILAN INVESTMENT PROMOTION SERVICE OFFICE - CO-FINANCING CONTRIBUTIONS	97/02	20,235	20,236
NC/GLO/94/01D ISSUES ON VACCINE PRODUCTION MANAGEMENT IN DEVELOPING COUNTRIES: WORKSHOP: BEIJING, CHINA	96/01	111,935	108,987
NC/GLO/94/02D QUALITY ASSURANCE, GOOD MANUFACTURING PRACTICES AND QUALITY CONTROL ISSUES IN VACCINE MANUFACTURE IN DEVELOPING COUNTRIES: WORKSHOP: BANDUNG, INDONESIA	96/01	88,065	88,423
TF/GLO/90/020 DIRECT SUPPORT TO INDUSTRY IN DEVELOPING COUNTRIES	91/06	530,974	352,751
TF/GLO/92/003 PROMOTION OF INDUSTRIAL COOPERATION BETWEEN COMPANIES FROM THE UNITED KINGDOM AND FROM CENTRAL AND EASTERN EUROPE, THE CIS AND SELECTED DEVELOPING COUNTRIES	92/10	419,991	419,990
TF/GLO/96/002 UNIDO CENTRE FOR INTERNATIONAL INDUSTRIAL COOPERATION: MOSCOW, RUSSIAN FEDERATION	96/10	190,875	146,448
TF/GLO/96/007 US/GLO/96/141 IMPLEMENTATION SUPPORT FOR UNIDO ACTIVITIES WITH NON GOVERNMENTAL ORGANIZATIONS	96/10	94,380	90,201
TF/GLO/96/014 PROMOTION OF INDUSTRIAL COOPERATION BETWEEN COMPANIES IN THE UNITED KINGDOM WITH THOSE IN SELECTED DEVELOPING COUNTRIES AND COUNTRIES WITH ECONOMIES IN TRANSITION	97/02	102,533	102,533
UC/GLO/93/061 CLEAN AND LOW-WASTE TECHNOLOGIES IN ENERGY PRODUCTION	93/05	72,561	72,311
UC/GLO/95/148 ACCELERATED DEVELOPMENT OF UNIDO PRIORITY PROGRAMMES	95/09	118,152	118,150
US/GLO/91/154 THE METHODOLOGICAL DEVELOPMENT OF A UNIDO PROGRAMME TO EVALUATE THE SUBSTITUTION OF CFC-BASED TECHNOLOGIES IN THE REFRIGERATION AND AIR-CONDITIONING SECTOR	92/09	191,211	191,212

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US/GLO/92/012 SERVICE DE L'ONUDI A PARIS POUR LE RENFORCEMENT DE LA COOPERATION INDUSTRIELLE ENTRE LES PAYS EN VOIE DE DEVELOPPEMENT	92/02	6,555,300	6,563,880
US/GLO/94/303 UT/GLO/94/303 UNIDO INDUSTRIAL COOPERATION AND INVESTMENT PROMOTION SERVICE IN WARSAW, POLAND	94/08	1,227,208	1,160,533
US/GLO/95/077 EXPERT GROUP MEETING ON WOMEN IN INDUSTRY, ORGANIZED WITHIN FRAMEWORK OF UNIDO'S PREPARATION FOR FOURTH WORLD CONFERENCE ON WOMEN: VIENNA, AUSTRIA	95/06	87,072	87,072
US/GLO/96/061 PREPARATORY ASSISTANCE - DEVELOPMENT OF A PROGRAMME FOR IMPLEMENTATION OF THE UNIDO QUALITY PROGRAMME: APPLICATION TO THE FOOD-PROCESSING SECTOR OF CLUSTERS OF LDCS AND LOW-INCOME COUNTRIES IN WEST AFRICA, SOUTHEAST ASIA AND CENTRAL AMERICA	96/06	42,272	42,271
US/GLO/96/140 UNIDO SERVICE IN JAPAN FOR THE PROMOTION OF INDUSTRIAL INVESTMENT IN DEVELOPING COUNTRIES	96/08	1,281,591	1,281,595
US/GLO/97/101 UNIDO SERVICE IN JAPAN FOR THE PROMOTION OF INDUSTRIAL INVESTMENT IN DEVELOPING COUNTRIES	97/05	2,946,562	1,890,584
UT/GLO/94/303 UNIDO INDUSTRIAL COOPERATION AND INVESTMENT PROMOTION SERVICE IN WARSAW, POLAND	94/08	945,603	880,517
XP/GLO/98/015 SUPPORT PLATFORM FOR THE PROMOTION AND DEVELOPMENT OF COMPETITIVE AND INNOVATIVE SMI CLUSTERS/NETWORKS IN DEVELOPING COUNTRIES	98/02	9,671	9,671

## INTERREGIONAL

### Newly Approved

FC/INT/97/021 ABACA: IMPROVEMENT OF FIBRE EXTRACTION AND IDENTIFICATION OF HIGHER YIELDING VARIETIES	98/01	676,083	3,373
US/INT/97/154 PROMOTING COOPERATION AMONG DEVELOPING COUNTRIES IN THE CEMENT INDUSTRY: WORKSHOP	98/02	35,000	27,360
US/INT/97/192 POLICIES FOR THE REALIZATION OF SMALL- AND MEDIUM-SIZED BUILD-OPERATE-TRANSFER PROJECTS IN DEVELOPING COUNTRIES: SEMINAR, GENEVA, SWITZERLAND	98/01	69,646	70,753
US/INT/98/025 UT/INT/98/025 SECTORAL CAPACITY-BUILDING: UNIDO-CZECH REPUBLIC JOINT PROGRAMME, PRAGUE	98/06	130,100	136,686
US/INT/98/026 UT/INT/98/026 SECTORAL CAPACITY-BUILDING: UNIDO-CZECH REPUBLIC JOINT PROGRAMME, PILSEN	98/06	130,100	135,889
US/INT/98/112 SECOND INTERNATIONAL CONFERENCE ON CROP PROTECTION CHEMICALS - PRESENT DEVELOPMENTS AND FUTURE PROSPECTS INTO THE NEXT MILLENNIUM	98/10	68,000	0
US/INT/98/262 UT/INT/98/262 ENTERPRISE-TO-ENTERPRISE COOPERATION FOR TRANSFER OF TECHNOLOGY AND TECHNICAL ASSISTANCE TO SMALL AND MEDIUM INDUSTRIES IN THE ENGINEERING SECTOR	98/05	224,955	7,191

### Ongoing

FB/INT/97/B12 UNCTAD/UNIDO PILOT SEMINAR ON MOBILIZATION OF PRIVATE SECTOR INVESTMENT FUNDS TO LDCS; INVESTMENT OPPORTUNITY STUDY ON DEVELOPMENT OF INDUSTRIAL INFRASTRUCTURE	97/04	13,274	13,191
TF/INT/95/003 PREPARATORY ASSISTANCE FOR THE PROMOTION OF THE MEDITERRANEAN CENTRE FOR MARINE INDUSTRIES	96/01	47,227	41,020
TF/INT/97/001 UNIDO-SLOVAK REPUBLIC JOINT PROGRAMME FOR COOPERATION, METALLIC INDUSTRIES	97/08	60,000	56,984
UC/INT/97/058 ASSESSMENT OF THE NEED AND MODALITIES TO UPGRADE LOCAL QSTM CAPACITY IN SELECTED AFRICAN AND ASIAN LDCS: PREPARATORY ASSISTANCE	97/04	74,000	71,038
US/INT/92/044 PROJECT FOR NATIONAL CLEANER PRODUCTION CENTRES IN DEVELOPING COUNTRIES: PHASE I	93/11	1,539,000	1,469,075

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US/INT/92/065 PROGRAMME POUR L'IDENTIFICATION, LA PREPARATION ET LA PROMOTION DE PROJETS D'INVESTISSEMENT INDUSTRIEL DANS LE SECTEUR DE L'ELECTRONIQUE DANS LES PAYS EN DEVELOPPEMENT	92/08	298,000	226,063
US/INT/94/116 SEMINAR ON DEVELOPMENT OF INDUSTRIAL AND MANAGEMENT CONSULTANCIES: JEDDAH, SAUDI ARABIA	96/06	42,250	32,748
US/INT/95/159 UT/INT/95/159 UNIDO-CZECH REPUBLIC JOINT PROGRAMME, NON-METALLIC INDUSTRIES, PILSEN	96/03	435,197	380,742
US/INT/96/207 UT/INT/96/207 CAPACITY-BUILDING FOR PROMOTION OF INDUSTRIAL INVESTMENTS IN SELECTED COUNTRIES OF ASIA AND AFRICA (INTERREGIONAL CENTRE)	96/11	337,550	173,962
US/INT/97/034 INTEGRATED PROGRAMME FOR BUSINESS PARTNERSHIP/INVESTMENT OPPORTUNITIES IN THE AGRO-FOOD SECTORS	97/07	1,803,600	532,836
<b>Completed</b>			
DA/INT/94/314 CATALYTICAL SUPPORT TO SMALL AND MEDIUM PRIVATE ENTERPRISES	94/10	480,000	401,522
FB/INT/97/A12 UNCTAD/UNIDO PILOT SEMINAR ON MOBILIZATION OF PRIVATE SECTOR INVESTMENT FUNDS TO LDCS; INVESTMENT OPPORTUNITY STUDY ON AGRO-BASED INDUSTRIES	97/04	13,274	13,274
US/INT/83/097 TECHNICAL COURSE ON CRITERIA FOR THE SELECTION OF WOODWORKING MACHINES	83/12	324,773	323,533
US/INT/88/083 PROGRAMME POUR L'IDENTIFICATION, LA PREPARATION ET LA PROMOTION DE PROJETS D'INVESTISSEMENT INDUSTRIEL DANS LE PAYS EN VOIE DE DEVELOPPEMENT, DANS LE SECTEUR DES INDUSTRIES AGRO-ALIMENTAIRES	88/06	2,789,300	2,682,870
US/INT/88/162 UT/INT/88/162 ENTERPRISE-TO-ENTERPRISE COOPERATION FOR TRANSFER OF TECHNOLOGY AND TECHNICAL ASSISTANCE TO SMALL AND MEDIUM INDUSTRIES IN THE ENGINEERING SECTOR	88/11	361,780	361,779
US/INT/92/172 UNIDO ENVIRONMENTAL TRAINING PROGRAMME (MODULE II)	92/11	125,240	125,506
US/INT/93/158 INTELLIGENT DECISION SUPPORT SYSTEM FOR THE FORMULATION OF COMPETITIVENESS STRATEGIES	94/12	127,766	127,767
US/INT/94/078 UT/INT/94/078 INTECHMART - TECHNOLOGY TRANSFER OPPORTUNITIES FOR SMALL AND MEDIUM INDUSTRIES, NEW DELHI AND BANGALORE, INDIA	94/08	239,843	239,842
US/INT/95/158 UT/INT/95/158 UNIDO-CZECH REPUBLIC JOINT PROGRAMME, METALLIC INDUSTRIES, PRAGUE	96/03	429,538	429,537
US/INT/95/180 TRAINING NEEDS ASSESSMENT SURVEY AND JOINT UNIDO/SWISSRAIL WORKSHOPS ON RAILWAY TRANSPORT DEVELOPMENT	96/03	180,259	180,258
US/INT/96/001 INTERNATIONAL WORKSHOP ON THE DEVELOPMENT OF THE FLAT GLASS INDUSTRY: BENGBU, CHINA	96/01	78,881	78,883
US/INT/96/026 UT/INT/96/026 PROMOTION OF ENVIRONMENTALLY SOUND TECHNOLOGIES IN MINING AND ORE PROCESSING FOR SELECTED DEVELOPING COUNTRIES, WORKSHOP: BEIJING, CHINA	96/03	39,809	39,809
US/INT/96/171 EXPERT GROUP MEETING ON UNIDO HIGH-IMPACT PROGRAMME INTRODUCING NEW TECHNOLOGIES FOR ABATEMENT OF GLOBAL MERCURY POLLUTION DERIVING FROM ARTISANAL GOLD MINING: VIENNA, AUSTRIA	96/12	66,508	66,509
US/INT/96/186 INTERNATIONAL WORKSHOP ON MEDICINAL PLANTS, THEIR BIOACTIVITY SCREENING AND EVALUATION: LUCKNOW, INDIA	96/11	43,500	27,814
UT/INT/95/162 UNIDO-SLOVAK REPUBLIC JOINT PROGRAMME, METALLIC INDUSTRIES: KOSICE	96/02	129,730	129,730
UT/INT/97/071 ASSISTANCE IN PUBLICATION OF INFORMATION ON INSTRUMENTATION SERVICES	97/06	12,948	12,948