



# Member States of the United Nations Industrial Development Organization

Afghanistan	Denmark	Liberia	Sao Tome and Principe
Albania	Djibouti	Libyan Arab Jamahiriya	Saudi Arabia
Algeria	Dominica	Lithuania	Senegal
Angola	Dominican Republic	Luxembourg	Serbia and Montenegro
Argentina	Ecuador	Madagascar	Seychelles
Armenia	Egypt	Malawi	Sierra Leone
Austria	El Salvador	Malaysia	Slovakia
Azerbaijan	Equatorial Guinea	Maldives	Slovenia
Bahamas	Eritrea	Mali	Somalia
Bahrain	Ethiopia	Malta	South Africa
Bangladesh	Fiji	Mauritania	Spain
Barbados	Finland	Mauritius	Sri Lanka
Belarus	France	Mexico	Sudan
Belgium	Gabon	Monaco	Suriname
Belize	Gambia	Mongolia	Swaziland
Benin	Georgia	Morocco	Sweden
Bhutan	Germany	Mozambique	Switzerland
Bolivia	Ghana	Myanmar	Syrian Arab Republic
Bosnia and Herzegovina	Greece	Namibia	Tajikistan
Botswana	Grenada	Nepal	Thailand
Brazil	Guatemala	Netherlands	The former Yugoslav Republic of Macedonia
Bulgaria	Guinea	New Zealand	Timor-Leste
Burkina Faso	Guinea-Bissau	Nicaragua	Togo
Burundi	Guyana	Niger	Tonga
Cambodia	Haiti	Nigeria	Trinidad and Tobago
Cameroon	Honduras	Norway	Tunisia
Cape Verde	Hungary	Oman	Turkey
Central African Republic	India	Pakistan	Turkmenistan
Chad	Indonesia	Panama	Uganda
Chile	Iran (Islamic Republic of)	Papua New Guinea	Ukraine
China	Iraq	Paraguay	United Arab Emirates
Colombia	Ireland	Peru	United Kingdom of Great Britain and Northern Ireland
Comoros	Israel	Philippines	United Republic of Tanzania
Congo	Italy	Poland	Uruguay
Costa Rica	Jamaica	Portugal	Uzbekistan
Côte d'Ivoire	Japan	Qatar	Vanuatu
Croatia	Jordan	Republic of Korea	Venezuela (Bolivarian Republic of)
Cuba	Kazakhstan	Republic of Moldova	Viet Nam
Cyprus	Kenya	Romania	Yemen
Czech Republic	Kuwait	Russian Federation	Zambia
Democratic People's Republic of Korea	Kyrgyzstan	Rwanda	Zimbabwe
Democratic Republic of the Congo	Lao People's Democratic Republic	Saint Kitts and Nevis	
	Lebanon	Saint Lucia	
	Lesotho	Saint Vincent and the Grenadines	

# ANNUAL REPORT 2005

Industrial Development Board,  
thirty-first session

Programme and Budget Committee,  
twenty-second session



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
Vienna, 2006

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# **Governing Bodies**

UNIDO has three policymaking organs: the General Conference, the Industrial Development Board and the Programme and Budget Committee.

## **General Conference**

The 171 Member States of UNIDO meet once every two years at the General Conference, the supreme policymaking organ of the Organization. The Conference determines the guiding principles and policies, approves the budget and work programme of UNIDO and appoints the Director-General. It also elects representatives to the Industrial Development Board and the Programme and Budget Committee. The eleventh session of the General Conference took place from 28 November to 2 December 2005.

The twelfth session of the General Conference will take place from 3 to 7 December 2007.

## **Industrial Development Board**

The Industrial Development Board consisting of 53 Members reviews the implementation of the work programme, the regular and operational budgets and makes recommendations to the General Conference on policy matters, including the appointment of the Director-General. The Board meets once in General Conference years, and twice in other years. The thirtieth session of the Industrial Development Board took place from 20 to 23 June 2005.

### **Board composition as of 2 December 2005**

Afghanistan	Guatemala	Russian Federation
Algeria	India	Saudi Arabia
Austria	Indonesia	Senegal
Belgium	Iran (Islamic Republic of)	Slovakia
Bolivia	Ireland	South Africa
Brazil	Italy	Spain
Burkina Faso	Japan	Sri Lanka
Chile	Kenya	Switzerland
China	Luxembourg	Syrian Arab Republic
Colombia	Mexico	Thailand
Côte d'Ivoire	Morocco	Tunisia
Cuba	Netherlands	Turkey
Czech Republic	Nigeria	Ukraine
Egypt	Norway	United Kingdom of Great Britain and Northern Ireland
Ethiopia	Pakistan	Uruguay
France	Paraguay	Zimbabwe
Germany	Poland	
Ghana	Republic of Korea	
Greece		

## **Programme and Budget Committee**

The Programme and Budget Committee consisting of 27 Members is a subsidiary organ of the Board, which meets once a year, and assists the Board in the preparation and examination of the work programme, the budget and other financial matters. The twenty-first session of the Programme and Budget Committee took place from 10 to 12 May 2005.

### **Committee composition as of 2 December 2005**

Algeria	Greece	Republic of Korea
Austria	Guatemala	Russian Federation
Burkina Faso	Hungary	Switzerland
China	Iran (Islamic Republic of)	South Africa
Côte d'Ivoire	Italy	Tunisia
Cuba	Japan	Turkey
Democratic People's Republic of Korea	Mexico	United Kingdom of Great Britain and Northern Ireland
Ethiopia	Pakistan	
France	Peru	
Germany	Poland	

## UNIDO at a glance

- **Mission:** UNIDO focuses its efforts on relieving poverty by fostering productivity growth. It helps developing countries and countries with economies in transition in their fight against marginalization in today's globalized world. It mobilizes knowledge, skills, information and technology to promote productive employment, a competitive economy and a sound environment.
- The primary **objective** of the Organization is the promotion and acceleration of industrial development in the developing countries and countries with economies in transition.
- UNIDO was established in 1966 and became a **specialized agency** of the United Nations in 1985.
- UNIDO currently has **171 Member States**.

## Policy milestones

- The **Business Plan on the Future Role and Functions of UNIDO**, which was adopted by the Industrial Development Board (IDB.17/Dec.2) and endorsed by the seventh session of the General Conference in 1997 (GC.7/Res.1), continues to provide the basis for UNIDO's organizational and programmatic transformation. It grouped the Organization's activities into two areas of concentration: strengthening industrial capacities, and cleaner and sustainable industrial development. To that end, the Business Plan required UNIDO to undertake both technical cooperation and global forum activities.
- Recognizing the need for UNIDO to adapt its functions and priorities and orient its activities to the new realities and requirements of the changing global economic environment, the **Strategic Guidelines "Towards improved UNIDO programme delivery"** were adopted by the Industrial Development Board at its twenty-sixth session in 2002 (IDB.26/Dec.7). The Guidelines were conceived as an important contribution to the efforts to make UNIDO a more efficient and effective organization; they seek to further sharpen the focus of UNIDO's technical cooperation activities.
- UNIDO responded to the Guidelines by formulating a comprehensive and coherent **corporate strategy "Developing industry: productivity enhancement for social advance"**, which rests on the premise that productivity enhancement, driven by improved skills, increased knowledge and upgraded technology, plays a crucial role in promoting faster growth. The corporate strategy was introduced to the twenty-seventh session of the Industrial Development Board in 2003 and the tenth session of the General Conference took note of this new approach with interest (GC.10/Res.2 and GC.10/14).



- In line with resolution GC.10/Res.2, the Director-General submitted a draft strategic long-term vision statement to the twenty-ninth session of the Industrial Development Board (9-11 November 2004). After consultations with Member States, a revised draft was adopted by the eleventh session of the General Conference (GC.11/Res.4). The **strategic long-term vision statement 2005-2015** sets out a flexible and forward-looking vision for the future of UNIDO with a focus on the three areas of its comparative advantage: poverty alleviation through productive capacities, trade capacity-building, and environment and energy.

## UNIDO around the world

- UNIDO maintained its field network of **20 country offices and 9 regional offices** in 2005. In the context of the implementation of the **Cooperation Agreement with UNDP**, signed in September 2004, 12 UNIDO Desks became operational in 2005. UNIDO thus substantially increased its field presence in 2005.
- UNIDO promotes investment and technology flows to developing countries and countries with economies in transition through a worldwide network of **14 Investment and Technology Promotion Offices (ITPOs)** and **5 Investment Promotion Units (IPUs)**.
- UNIDO has a number of other offices worldwide: there are **32 National Cleaner Production Centres (NCPCs)**, established by UNIDO and the United Nations Environment Programme (UNEP), and **9 International Technology Centres** at various stages of development that work closely with the ITPOs.
- UNIDO maintains **Liaison Offices** in New York and Geneva.
- **Staff:** UNIDO employs **647** staff members at Headquarters and other established offices. In addition, UNIDO draws on the services of some 2,854 international and national experts annually who work in project assignments throughout the world. The Director-General of UNIDO, Mr. Carlos Magariños (Argentina), first elected in December 1997 and re-elected for a further four years in 2001, completed his term in office on 7 December 2005. Mr. Kandeh K. Yumkella was appointed Director-General by the eleventh session of the General Conference (28 November-2 December 2005), taking office on 8 December 2005.

## Budget and technical cooperation

- **Budget:** The estimated volume of UNIDO operations for the biennium 2004-2005 is **€356 million**.
- The value of UNIDO's ongoing **technical cooperation** programmes and projects totalled **\$441.3 million** as of 31 December 2005.
- In 2005 UNIDO implemented the highest total of **technical cooperation** programmes in the past six years, amounting to **\$112.9 million**. This represented an increase of 64 per cent over the corresponding figure for the year 2000 (\$68.7 million). UNIDO has thus steadily consolidated a growing trend of its technical cooperation services.

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## **Message from the Director-General**

The year 2005 can be recorded as one in which the reform efforts of UNIDO bore fruit. The chapters in this report speak for themselves, from the active role of the Organization in the United Nations system, as described in chapter I, to its achievements as measured over a wide range of indicators and summarized in chapter V.

Throughout the United Nations system the effort to reform has become a universal leitmotif. The UNIDO approach to meeting the challenge of measuring its performance can be seen throughout this report, and particularly in chapter V, which also demonstrates the Organization's commitment to results-based management, first introduced in 2004 and developed significantly in 2005.

This report testifies to UNIDO's commitment to improve the lives of people in the countries that it serves. Whether its performance is measured by increased volume, efficiency, effectiveness, the developmental impact of its services, or the increased confidence of the donor community and its strategic partners in a variety of fields, UNIDO is on the right track.



Kandeh K. Yumkella  
Director-General



# UNIDO in the multilateral setting

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As part of the multilateral system of cooperation, UNIDO works closely with all components of the United Nations system in a common endeavour to implement the mandates of Member States. In 2005, the main efforts of the Organization focused on contributing to the comprehensive review of progress reached in implementing the Millennium Declaration at the global, regional and national levels. UNIDO took an active part in the system-wide preparatory process for the 2005 World Summit both at the intergovernmental, i.e. the United Nations General Assembly, and at the inter-agency levels. At the same time, the Organization continued to build and strengthen its partnerships with various organizations of the system to promote synergies and complementary efforts drawing on each other's comparative advantages.

UNIDO provided substantive inputs to the ECOSOC preparatory meeting in March and the special high-level meeting of ECOSOC with the Bretton Woods institutions, UNCTAD and WTO in April, underscoring the important role of productivity enhancement and private sector development for sustained poverty reduction. The visit of ECOSOC President Mr. Munir Akram to UNIDO in May laid the ground for UNIDO's successful participation in the substantive session.

At the ECOSOC High-Level Segment on the theme "Achieving the internationally agreed development goals, including those contained in the Millennium Declaration, as well as implementing the outcomes of the major United Nations conferences and summits: progress made, challenges and opportunities", Mr. Kandeh K. Yumkella, head of the UNIDO delegation, highlighted the contributions of the Organization to achieving the MDGs, particularly in sub-Saharan Africa, as well as its strong commitment to the United Nations reform process.

The participation of UNIDO in the high-level plenary meeting of the United Nations General Assembly in September provided a unique opportunity for the Organization to enhance its visibility, role and positioning in the United Nations system. UNIDO contributed its views on the importance of productivity and industrial development to sustained growth and poverty alleviation. As a result, the Summit Outcome document stressed the need to promote sustained economic growth for poverty eradication and the commitment of Member States "to promoting the development of the productive sectors in developing countries to enable them to participate more effectively in and benefit from the process of globalization"<sup>1</sup>—which is at the core of UNIDO's mandate. The Summit Outcome document also contains other important elements directly relevant to UNIDO's programme, including small and medium enterprise development, productive and trade capacity-building, productive employment, investment promotion,

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<sup>1</sup> United Nations General Assembly resolution 60/1, "2005 World Summit Outcome", A/RES/60/1, para. 19.

transfer and diffusion of technologies, rural and agro-based development, cleaner production and energy efficiency.

Overall, the 2005 Summit Outcome reaffirmed the relevance and importance of UNIDO's mandate and gave renewed impetus to the work of the Organization.

At the inter-agency level, UNIDO took a significant step towards enhancing its role in the United Nations System Chief Executives Board for Coordination (CEB) and its High-Level Committee on Programmes (HLCP). Advocating the need for a stronger emphasis on economic development and a corresponding strengthening of coordination among the relevant United Nations entities as an essential condition for concrete progress towards achieving the MDGs, UNIDO received the full support of CEB and HLCP to pursue work in this area in cooperation with interested organizations of the system.

UNIDO presented a proposal, "Enhancing the contribution of the United Nations system in the field of economic development to achieve the MDGs" which aimed at bringing together the various organizations of the system working in the field of economic development through a common framework for cooperation. The proposal was geared towards tapping the full potential of the system—through a set of mutually reinforcing actions—to help achieve the MDGs, facilitate a more rational division of work on economic development within the system, encourage further specialization around the core competencies of the relevant organizations, strengthen synergies and enhance the system's collective contribution to economic development.

Within the framework of CEB and HLCP, UNIDO was an active partner in the preparation of the CEB report "One United Nations: catalyst for progress and change", launched as part of a preparatory process for the 2005 World Summit. The report highlights how the Millennium Declaration has brought the system together with a new unity of purpose and reflects the contributions of UNIDO, as part of the system, to achieving the MDGs.

In the context of overall efforts to enhance country-level coordination, UNIDO took part in the work of the United Nations Development Group (UNDG) promoting sector-wide approaches among relevant organizations with special emphasis on the key role of the industrial sector for poverty alleviation and sustainable development. UNIDO was actively engaged in UNDG discussions on issues relevant to the work of the Group, as contained in the report of the Secretary-General "In larger freedom: towards development, security and human rights for all", and on the implications of the High-Level Forum on Joint Progress toward Enhanced Aid Effectiveness, held in Paris in February and March.

UNIDO continued to build and strengthen its partnerships with various organizations of the system to achieve greater synergies and complement each other's core strengths. One such partnership is with the World Trade Organization in the field of technical barriers to trade. As reported in chapter II.D, significant progress has been made in UNIDO-WTO cooperation in this area. UNIDO and UNESCO intensified their dialogue to renew and strengthen their cooperation. A memorandum of cooperation is under preparation with special focus on science and technology for development as a basis for renewed cooperation between the two organizations.



Cooperation with FAO focused on capacity-building in the agro-industrial sector, with ongoing and pipeline projects amounting to more than \$15 million. Another \$15 million worth of joint projects are on the drawing board. Since FAO is the secretariat of several international commodity boards, there is considerable scope for expanding cooperation through projects funded by the Common Fund for Commodities.

In light of their positive experience in working together, complementary mandates and the fact that UNIDO and FAO are the only organizations of the system dealing directly with the productive sector, their executive heads have decided to forge a strategic partnership in order to enhance their contributions to achieving the MDGs. A bilateral consultative group was established to elaborate future working modalities.

Cooperation with UNEP aims at continuing to build national cleaner production capacities in developing countries and transition economies. UNIDO was invited by UNEP to participate in the revitalization of the Environment Management Group, thereby enabling it to become a results-oriented mechanism, which would help the system to craft more coherent, multi-disciplinary approaches and foster coordinated action on specific environment issues.

UNIDO's cooperation with ILO, UNCTAD, UNODC and WHO involved, among others, investment promotion, technology transfer, productive employment, small and medium enterprise development, alternative crops and others.

The year also witnessed intensified implementation of the Cooperation Agreement between UNIDO and UNDP concluded in 2004, as reported in chapter III.H.





## **Programme development and technical cooperation**

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UNIDO achieved a record delivery of \$112.9 million in technical cooperation in 2005 (excluding projects financed from Special Resources for Africa). The benefits of three years of business planning resulted in a consistent increase of project implementation. This achievement was largely predicated on efforts made in formulating and submitting sound project proposals, as well as by continuously replenishing the stock of pipeline projects. Thus, sound management of ongoing technical cooperation, balanced by the careful development of a future portfolio, have delivered high operational success.

### **A. Integrated programmes and country service frameworks**

In the course of the year, five integrated programmes (IPs) and country service frameworks (CSFs) entered their second phase. Two new CSFs were approved, bringing the total number of IPs and CSFs to 49, including three for countries in post-crisis situations (Afghanistan, Burundi and Sierra Leone). A total of 20 (41 per cent) were covering countries in sub-Saharan Africa while 21 (43 per cent) of the total number of programmes were covering least developed countries (LDCs).

The total planning figure at the end of 2005 for these UNIDO programmes was \$463 million (excluding programme support costs) of which \$191 million related to programmes in sub-Saharan Africa, and \$175 million to LDCs. At the end of 2005, total funds mobilized for these IPs/CSFs amounted to \$206 million.

The programmes continued to deal with capacity-building and were geared towards increasing competitiveness with an emphasis on SMEs and environmental protection. The five programmes entering their second phase during 2005 and the two new programmes continued to support this thematic direction. While the thematic direction in 2004 in terms of delivery was headed by the projects in the area of poverty reduction through productive activities (PRP), the highest level of delivery in 2005 was related to trade capacity-building (TCB). This was followed by PRP and then energy and environment (EAE).

The integrated programmes and CSFs were under continuous monitoring and review and a series of independent evaluations were carried out covering Colombia, Eritrea, Jordan, Palestine, Tunisia and Viet Nam. The conclusions and recommendations of the evaluation reports continued to provide important inputs for strengthening the programmes and for the preparation of their second phase.

## **B. Agro-industries and sectoral support**

Activities in agro-industries increased significantly, particularly in post-crisis rehabilitation. They had a marked developmental impact, as illustrated by the following examples.

Within the framework of its technical assistance programme on linking relief, rehabilitation and development in the post-conflict area of the Nuba Mountains in Sudan, UNIDO helped rural communities increase their food production and reduce post-harvest losses through the application of agricultural implements, simple hand tools and basic food-processing equipment. A mechanical workshop was established to enhance local capacity for the production and repair of hand tools and agricultural implements. In addition, the manufacturing skills of 80 local blacksmiths were improved through training in proper design methodologies. The project served the needs of some 6,000 rural households.

In Iraq, the promotion of cottage and micro-industries supported job creation efforts in the southern governorates of the country. The baseline assessment was completed for the Thi Qar governorate, with 13 cottage industry subsectors identified on the basis of potential viability and sustainability as well as appropriate location. In addition, 40 trainers from three ministries were trained in business management and food and non-food processing technologies. Two vocational training centres in Al-Qorna and Nassiriyah were rehabilitated and will be equipped with pilot plants for food processing (dairy, dates, and fruit and vegetables), and will house several workshops (metal, wood, textile). This project will contribute to training 1,500 youths and generate small industries in the region.

Through UNIDO's intervention in Iraq's dairy sector, a pool of 20 trainers for good hygiene practices, good manufacturing practices and hazard analysis critical control point (HACCP) for dairy plants and dairy staff was created. During the first two months of activities, 144 dairy workers were trained, with the training sessions still ongoing. A curriculum for education of trainers at the University of Baghdad was developed and will be offered as of next semester.

The demonstration centre for bamboo/rattan skills development established in Timor-Leste became fully operational, with a production capacity of 90 m<sup>2</sup> of bamboo board of 15 mm thickness in an eight-hour shift day, providing direct employment for as many as 20 persons in the pilot facility as well as indirect employment for more than 200 persons in rural communities.

At the request of the Government of Ethiopia, master and business plans were formulated for the leather and leather products industry (LLPI). Adopted as the country's strategic policy, both documents are intended to assist the sector in accessing the global LLPI value chain and have been under implementation since July.

Activities in the textile sector in Ethiopia led to a 50 per cent reduction in waste and a 25 per cent increase in productivity of the units assisted. In the UEMOA countries, cotton quality testing using high volume instrumentation was introduced.

## C. Energy and cleaner production

Activities in the field of energy and cleaner production focused on renewable energy technologies, industrial energy efficiency, cleaner production, international waters and biotechnology.

Within the context of the promotion of modern biomass energy technologies and South-South cooperation in Africa, an expert group meeting was held in Bangalore in December in cooperation with the Indian Institute of Sciences. One of the key outputs was to sensitize policy makers and experts from Africa about the present status and opportunities offered by the biomass gasification technologies that generate electricity for rural areas and process heat for industrial applications using local bio-residues on a sustainable basis.

In the field of industrial energy efficiency, the first 38 industrial plant assessments were conducted for developing capacity in China to implement industrial energy efficiency projects, thereby identifying 40 million kilowatts in annual energy savings. Another project to develop a training package for energy efficiency and renewable energy was launched in Africa, which will become a tool for policy makers and energy regulators to build capacities for improved regulation and the promotion of energy efficiency and renewables.

As regards cleaner production, the Internet-based platform of the UNIDO Latin America and the Caribbean cleaner production (CP) programme was finalized, with the regional structures put in place. Network members shared their experiences in CP and environmentally sound technologies (ESTs), and elaborated joint regional projects.

Projects in CP were launched related to the “closing the loops” concepts. These involve assisting chemical companies to adopt chemical leasing business models, as was done by the CP centres in Egypt, Mexico and the Russian Federation, and by enhancing the transfer of ESTs to companies in the food, tourism and metalworking sectors with the support of the National Cleaner Production Centre in Nicaragua.

In addition, joint CP-corporate social responsibility projects were undertaken with the CP centres in Costa Rica, Croatia and Viet Nam, and UNIDO experts took part in the ISO working group for the new social responsibility standard.

New GEF funding was received, including funds for a preparatory phase for the Gulf of Mexico large marine ecosystem, with a transboundary diagnostic analysis and strategic action programme to be prepared for sustainable use of the Gulf’s resources.

Within the framework of the project on establishment and operation of the International Centre for Hydrogen Energy Technology (ICHET) in Turkey, a major international congress and exhibition were held in Istanbul, which brought together some 1,800 participants from over 60 countries. One of the key strategies was the establishment of 14 pilot and demonstration projects in 2005, mainly with partners in developing countries.

**Bwindi Impenetrable National Park goes online  
with UNIDO's rural energy strategy**

UNIDO's initiative on rural energy for productive use and sustainable eco-tourism based on renewable energy has transformed a remote village in the western part of Uganda. Bwindi, 635 km from Kampala, is famous for its Impenetrable National Park, its unique wildlife conservation area for the endangered mountain gorillas. With no electricity in the region, communication with the outside world was practically impossible.

UNIDO chose to electrify this area and add its name to the map of modern communication facilities with a first phase featuring a telecentre powered by solar photovoltaic panels. This model project is implemented by working together with an NGO called CTPH (Conservation Through Public Health) and has a community development centre with ICT/internet connectivity and satellite TV facilities. Computer training, high-speed wireless internet access and internet telephony are available via satellite communication. The first set of graduates from the computer centre were awarded course certificates in October 2005, certified by Makerere University.

In the ongoing second phase, UNIDO aims at commissioning a micro hydropower project of 50 kW to provide electricity to Bwindi National Park, to upgrade the educational and tourist facilities in the area, to provide power to tiny industries that would enhance the traditional handicrafts and income-generating activities as well as supporting the telecentre.

The social and economic impact on the local community has been demonstrated by improving access to information, health and education in rural and remote areas. Moreover, the project has empowered women's groups and generated new opportunities to market both eco-tourism and handicrafts.

In order to assess the prospects of the industrial applications of biotechnology, UNIDO convened an expert group meeting with emphasis on the conversion of biomass to fuel and industrial feedstocks. The meeting identified a number of priorities as well as potential areas for intervention at policy and institutional levels.

## **D. Investment and technology promotion**

Trade capacity-building was strengthened and expanded by providing technical assistance at regional, subregional and national levels, mainly in gaining access to international markets. Individual countries, as well as several regional groupings were assisted in establishing and upgrading their standards institutions, metrology and testing laboratories, and supported in the establishment of internationally recognized accreditation schemes. National capacities in ISO 9001, ISO 14001 and HACCP systems and certification were developed and strengthened. As UNIDO's largest, the UEMOA programme was successfully implemented, and a second phase was prepared to consolidate the results achieved and extend the activities to the remaining ECOWAS countries and Mauritania.

In cooperation with WTO, technical assistance project documents responding to the Doha Development Agenda were prepared for nine pilot countries. In this context, UNIDO and WTO held a side event during the sixth WTO Ministerial Conference in Hong Kong. In addition, UNIDO and WTO jointly launched the Cotton Initiative for African Countries. Close consultations were also initiated with the WTO Working Group on Trade and Transfer of Technology and with WIPO.

Furthermore, UNIDO began implementing the new ISO standard on food safety management systems, ISO 22000, to improve productivity and quality in a number of countries and regions.

In the field of investment promotion, major activities focused on Africa. The third Africa foreign direct investment (FDI) survey was conducted in 15 sub-Saharan countries in order to study the impact of different classes of FDI on their economies.

With regard to investment, an investment fund was established as part of the integrated programme for Ecuador. The investment component of the integrated programme for Cuba, concentrating on the biotechnology sector, generated interest in the United Kingdom, and led to the creation of a fund.

The UNIDO delegation to the ninth China International Fair for Investment and Trade presented 380 African investment opportunities, identified and formulated through UNIDO programmes, to potential Chinese investors.

The fifth Asian business mission, arranged by the Asia-Africa Investment and Technology Promotion Centre, was organized to Mozambique and Uganda.

In technology, UNIDO further promoted technology transfer and diffusion, as well as South-South cooperation through technology upgrading and innovation in selected sectors and industries according to the requirements of the beneficiaries. Thus, UNIDO and the Governments of China and India strengthened South-South cooperation in technology transfer for low-cost housing in Africa, Asia and Latin America. Projects worth \$8.2 million were formulated at the request of Governments and donors for self-financing.

In addition, a technology needs assessment training programme, at interregional level, was held in Senegal and, subsequently, national workshops on technology needs assessment were conducted in Indonesia, Kenya, Philippines and the United Republic of Tanzania. Furthermore, a large-scale project dealing with technology transfer, and management and skill development was initiated for the construction material sector in Palestine with Italian financial support.

In relation to the capacity-building component of technology foresight and road-mapping, four training courses were organized in the Czech Republic, Hungary, Iran (Islamic Republic of) and Turkey, attended by 200 participants from 15 countries. The programme was further strengthened with new material and topics for discussion and will continue in the coming biennium.

In October, the UNIDO-Shenzhen International Technology Promotion Centre for Sustainable Development held a workshop on renewable energy technology and investment. For the first time, the "Blue Sky Award" was presented to the global top ten scenarios to stimulate the investment into the application of new technologies for renewable energy utilization.

## E. Multilateral environmental agreements

The Montreal Protocol Unit achieved the target of its core activities of implementing \$35.40 million (including trust funds). Further preparation of projects for the pipeline portfolio and their submission to the Executive Committee (ExCom) of the Multilateral Fund of the Montreal Protocol led to 80 projects becoming operational in 2005. UNIDO received a record approval of \$53.81 million from the Multilateral Fund and \$7.58 million from bilateral funds. Negotiations are underway for additional funding from donors. The considerable amount of consultations held and conceptual work done enabled UNIDO to have \$33.36 million for projects approved at the forty-seventh ExCom alone, putting UNIDO close to the level of the World Bank.

### **Mexico becomes the first developing country to completely phase out CFC production**

In 2003 UNIDO received a grant from the Multilateral Fund for the Implementation of the Montreal Protocol at the request of the Mexican Government to assist in the closure of Cydsa, the largest chlorofluorocarbon (CFC) production plant in Latin America and one of the main CFC exporters in developing countries.

This project, which was the largest in budgetary terms (\$31.8 million) in the history of UNIDO, exemplifies how activities implemented under the Montreal Protocol can have a manifold impact:

Government policy and awareness measures were introduced to reduce consumption of ozone-depleting substances (ODSs), control and regulate their internal and external trade, and compensate the enterprise for profits forgone;

Compensations received by Cydsa served to convert facilities that had been used for CFC production into new ones producing chemicals not banned under the Protocol;

Domestic and export markets were reliably supplied with new refrigerants, which in turn maintained employment in the company;

Mexico complied with its international obligation to completely phase out production and consumption of CFCs by 1 January 2010—more than four years ahead of schedule—in August 2005 and thus became the first developing country to completely phase out the production of CFCs;

The closure has also had a significant impact on tightening the global CFC market and thereby accelerating the reduction of ODSs use all over the world.

This result jointly achieved by UNIDO and the Mexican Government was specifically commended by the Executive Committee of the Multilateral Fund as effectively underpinning the international efforts for protecting the environment.

In the field of persistent organic pollutants (POPs), GEF approved three new projects for UNIDO execution in Africa, China and Romania for a value of \$1.05 million. In addition, UNIDO initiated a global programme for promotion and dissemination of non-combustion technologies for destroying POPs in China, Philippines and Slovakia. The Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden also approached UNIDO for technical assistance in developing a GEF project for the elimination of POPs in the Red Sea and Gulf of Aden in order to promote and facilitate development of an action plan and strategy for the introduction of best available technology and best environmental practices in Egypt, Jordan and Yemen.

UNIDO provided 10 sub-Saharan francophone countries with training, advice and assistance to upgrade their knowledge of the potential of the Clean Development



Mechanism (CDM), to promote foreign direct investment and climate-friendly technologies, to improve their capacity to handle the CDM project cycle and to enhance their ability to identify, develop and prepare industrial CDM projects.

A seminar on the linkage between the Kyoto project-based mechanisms and European Union Emissions Trading Scheme (EU ETS) was held in cooperation with the United Kingdom's Trade and Investment Department and the Government of Hungary. This resulted in a valuable networking and knowledge-sharing opportunity for business, industry, government experts and other stakeholders involved in the implementation of EU ETS.

## F. Small and medium enterprises

Private sector development remained a key aspect in UNIDO's efforts to reduce poverty and increase industrial productivity for micro and small enterprises, especially those owned by rural and women entrepreneurs, as well as for growth-oriented small and medium enterprises (SMEs).

### Enterprise development—A childhood dream

Mrs. Amina Barbara worked as a maintenance manager in one of the general computer and electrical supplies companies in Jordan. Since her childhood she has had the desire of setting up her own company. In 2004 she conducted preliminary research on business opportunities in Jordan and recognized that there was solid demand for oilseed oil in the local market, and in particular oil made of black cumin, grape seeds and almonds. Ms. Barbara purchased an oil press machine in Germany, quit her job and started to work full-time in her new enterprise employing part-time workers. However, she encountered a variety of problems managing her business, including that of market access.

Then she heard about UNIDO's enterprise development programme and enrolled in it. She attended a one-month training programme learning about various aspects of new enterprise creation, such as management skills, entrepreneurial competencies and the question of how to identify business opportunities and assess market potential. After the training UNIDO assisted her in formulating a strategy for better market access, collecting information on the availability of raw materials through site visits and identifying suppliers of packaging machines. Since then she has been able to overcome a problem of fixing the caps on the bottles, which had previously led to a loss of orders.

The entrepreneur presently sells her products locally through different marketing channels and gets regular orders from retail marketing chains, and herbal and cosmetic shops in Jordan. Mrs. Barbara now plans to enter the European market, in particular Germany and Austria, through her newly-established contacts.

- **Rural and women's entrepreneurship development**

In cooperation with UNHCR, skills development programmes were conducted for 300 refugees in Ghana. Building on their success, a comprehensive small business training programme for 82,000 persons is now planned. In Mozambique and Uganda, UNIDO supported government efforts to develop entrepreneurial culture among youth and to increase the knowledge of 54,000 students about business creation and ownership as a career option. The programme is being expanded and extended to include other countries.

- **SME cluster development and export consortia**

A pilot project to upgrade the competitiveness of five Pakistani clusters created a core group of national cluster development experts, generated interest in the approach in many public and private sector institutions and established national training capacity for cluster development agents. As a result, 25 additional clusters are being upgraded, with more to follow.

The programme on export consortia promotion moved beyond the pilot stage and new projects were introduced in several countries. The first expert group meeting on export consortia was organized with representatives from 15 countries. This was a milestone in creating awareness and demand for export consortia promotion projects worldwide.

- **Business partnerships and corporate social responsibility**

In Nigeria, a UNIDO business partnership programme involving a number of private sector partners helped establish a \$8 million low-cost, motorized three-wheel vehicle plant, which employs 80 persons and is expected to grow into a full-scale production unit. In Croatia, a CSR project built the capacity of the Government to promote CSR among enterprises and developed an enterprise-level training programme to improve company performance while complying with environmental and social standards. This also resulted in plans for CSR resource centres in Indonesia, Nicaragua, Tanzania and other countries.

## **G. Post-crisis programme**

The programme for post-crisis industrial rehabilitation and development in Iraq, initiated during 2003-2004, entered its implementation phase with the receipt of the last tranche of \$4 million allocated by the United Nations Development Group Iraq Trust Fund for UNIDO-executed projects. With receipt of these resources, UNIDO's operational activities for Iraq encompassed three projects worth \$14.97 million for the development of agro- and cottage industries rehabilitation of a dairy plant and rehabilitation of a chlorine production facility for water treatment. Additional projects for entrepreneurship development, rehabilitation of production facilities for medical supplies and products and environment were under development. Project implementation was problematic insofar as UNIDO was constrained by insufficient field-level decentralization of project implementation capacity, compounded by frequent changes in decision-making personnel in counterpart institutions.

A programme of support to post-crisis recovery for Haiti was developed in consultation with the transitional Government, United Nations Resident/Humanitarian Coordinator, the donor community, the Haitian private sector and civil society organizations. It entails support for community-based recovery through the development of cottage and agro-industries and the provision of small-scale rural energy through mini-hydro power, as well as improving the Government's trade facilitation and investment promotion efforts.

In the countries affected by the tsunami, support was provided to the formulation of two projects: a project supporting recovery of coastal fisheries in southern India, as part of an overall United Nations effort, and another project undertaken in cooperation with ILO, offering vocational training to tsunami-affected communities in Indonesia.

A consultative meeting convened to examine the role UNIDO could play in the restoration of water supplies in post-crisis situations concluded that the Organization could support industrial capacities in affected regions by supplying essential chemicals or equipment, as well as by providing organizational support to restoring water supplies and advice on assessment of water purification technologies.





## The regional dimension

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UNIDO continued to concentrate its activities on strengthening its position as a full participatory member in field-level coordination, so as to ensure a coherent regional approach to the delivery of its services and effective responses to country requirements. The focus of UNIDO's participation in the ongoing United Nations reform process was on the implementation of the Cooperation Agreement with UNDP. Aiming at a more coherent and cost-effective approach to its operations at the country level; the Organization concentrated on the provision of support through an increased contribution to an effective joint programming approach, while at the same time ensuring greater outreach to its Member States.

### A. Least developed countries

In its quest to improve the overall relevance and the impact of its services UNIDO has always acknowledged the importance of programmes for LDCs as the priority target of its technical assistance services. In line with the Programme of Action for LDCs, the Organization has been expanding its cooperation with this group of countries with special focus on capacity-building, trade facilitation, international market access and private sector development, with a view to achieving the Millennium Development Goals.

In 2005, the process of better targeting, refocusing and transforming existing integrated programmes (IPs) into "successor" phases allowed for a critical reassessment of many ongoing activities in LDCs and an increase in delivery. At the same time, the prospects for expanded UNIDO activities in LDCs have continued to grow. Thus, of a total of 49 UNIDO IPs and country service frameworks (CSFs), 21 are currently under implementation in LDCs: Afghanistan, Bangladesh, Burkina Faso, Burundi, Djibouti, Eritrea, Ethiopia, Guinea, Lao People's Democratic Republic, Madagascar, Mali, Mozambique, Nepal, Niger, Rwanda, Senegal, Sierra Leone, Sudan, Uganda, United Republic of Tanzania and Yemen. Moreover, projects in Angola, Haiti (post-conflict), Timor-Leste (post-conflict) and Togo were under preparation.

A significant characteristic of UNIDO activities in LDCs is the well-targeted client orientation and response to acute or emerging development problems. Thus, in Sierra Leone, UNIDO initiated a post-conflict SME support programme for industrial development and poverty alleviation. In Bangladesh, a CSF with a budget of more than \$16 million is addressing issues ranging from the introduction of cleaner technologies to improving industrial productivity. In Haiti, UNIDO is planning to assist rural community recovery through the development of micro and small enterprises and to support the formal sector through institutional strengthening. In Malawi, a \$1 million two-year

UNIDO project funded by the United Nations Trust Fund for Human Security was launched in August. It will help households in 17 villages in the Salima District to increase their income and well-being by increasing the productivity and diversity of both agricultural and non-agricultural production. Village grass-roots organizations are closely involved in the implementation of the project in order to ensure its sustainability. At the conclusion of the project, these organizations are expected to have the capacity to expand and develop the local activities further.

Further to UNIDO's traditional approach via IPs and CSFs, another *modus operandi* employed links to a wider application of regional programmes, covering a large number of LDCs—especially in Africa. An illustrative example, and at the same time a notable success story, was the European Union-funded UEMOA quality programme (budget of €10.8 million) executed by UNIDO and completed in December. UNIDO provided specific assistance to national institutions and enterprises involved in the fisheries sector in Benin, Côte d'Ivoire and Togo. It may be noted that the fisheries sector in these countries employs thousands of workers and exports more than 100,000 tons of products to the EU annually. UNIDO assistance improved the quality and safety of exported products in conformity with the sanitary requirements of the market. At the request of UEMOA and the EU, UNIDO is preparing a second phase to consolidate the results achieved in UEMOA countries and extend programme activities to other ECOWAS countries and Mauritania.

Moreover, plans for future cooperation look encouraging: Jointly with UEMOA, UNIDO continued to develop a subregional programme for industrial restructuring and upgrading. This programme will contribute to preparing the UEMOA countries for the introduction of liberalized trade arrangements with the EU starting in 2008. The funding will come from the EU and other donors.

Another noteworthy example of inter-agency cooperation was the joint cotton initiative with WTO for African countries, which constitutes a response to the Doha Development Agenda. The overall objective is to assist African cotton producers to improve their capacities to participate in multilateral trade and in turn contribute to poverty alleviation and the overall objectives of the MDGs. The cooperation initiative aspires specifically to enhance the African cotton producing sector's contribution to economic, employment and export growth. The proposal complements other ongoing initiatives and constitutes a promising area for cooperation between specialized agencies, and international and regional donors. The cotton initiative (total budget of €20 million) was furthermore presented to the WTO fifth cotton consultation meeting in Geneva on 28 October, and in side events on the occasion of the General Conferences of UNIDO and WTO.

At a UNIDO-WTO side event at the sixth Ministerial Meeting in Hong Kong, participants expressed their appreciation and support to the efforts deployed by the organizations striving to overcome the supply-side challenges confronting developing countries in general and LDCs in particular.

With regard to UNIDO cooperation with LDCs in Asia, the Organization implemented a cluster of functionally related activities in market access and trade facilitation in Cambodia, Lao PDR and Nepal—similar to projects carried out in Bangladesh, Bhutan and Maldives—in which UNIDO endeavours to strengthen institutional and national capacities related to standards, metrology, testing and quality.

The General Conference, at its last session, underlined the importance of UNIDO's participation in the comprehensive global review of the implementation of the Brussels Programme of Action for the LDCs. Looking at the future, UNIDO will thus continue to play an active role in the LDC context. This will be put into practice at the LDC ministerial meeting in Benin in 2006, which will be a vital step to further synchronize system-wide activities in the implementation of the Brussels Programme of Action.

### **Ethiopian leather turns the corner**

UNIDO's strategy to address a decline in the export performance of the leather and leather products industry (LLPI) focused on a "top-down (pull)" approach to develop leather products in a way that they would "pull" the tanning sector to increase the quality and quantity of finished leather.

Featuring close cooperation with all stakeholders, a UNIDO-developed master plan identified the approach and defined targets in terms of export earnings, employment generated and investments required. Under the chairmanship of Prime Minister H.E. Meles Zenawi, the National Export Coordination Committee adopted the Master Plan as Ethiopia's strategic framework to develop the LLPI. Moreover, the Committee recommended proceeding with the implementation of a UNIDO-prepared Business Plan, in close cooperation with UNIDO.

Encouraging results achieved to date include:

- Subcontracting arrangements with a major Italian footwear manufacturer and a footwear manufacturer in Addis Ababa. As of December, 100,000 pairs of "Made in Ethiopia" shoes were being sold on the Italian market. The Italian subcontractor has already announced that the volume for export to Italy is expected to increase in 2006.
- A renowned United Kingdom tanning group has relocated its production of high-quality sheep and goatskin finished leather for glove production to Ethiopia for likely export to Asian countries, including Japan. The group has also indicated its intention to open a leather garment factory for the up-market segment.
- Based on present export projections, the Ethiopian Leather Industry Association announced to the Ethiopian News Agency that \$103 million is expected to be secured from the export of leather products during this fiscal year, as opposed to some \$66 million secured during the previous one.

## **B. Sub-Saharan Africa**

Resolution 59/249 adopted by the United Nations General Assembly on 22 December 2004 determined to a considerable extent the pace and dimension of UNIDO activities in Africa in 2005. In full compliance with that resolution, UNIDO continued to strongly support NEPAD industrial strategies and initiatives; a strong regional programme emphasis characterized the implementation of the African Productive Capacity Initiative (APCI); at the regional level the Organization took a proactive approach in supporting sectoral initiatives of African Governments and preparing sectoral plans and road maps for subregions. Underlying all these activities was a strategic orientation to pursue UNIDO technical assistance within a system-wide context and within the framework of reform.

Africa, including African Arab States, accounted for 27 per cent of total UNIDO technical cooperation delivery in 2005 (see chapter VB). The share rises to 43 per cent if multilateral funds, ITPOs and similar institutions, as well as Special Resources for Africa, are excluded.

As in previous years, the bulk of technical cooperation was concentrated in sub-Saharan Africa. Thirty-one IPs/CSFs—including 10 moving into their second phase—were under implementation with total estimated budgets of \$191.4 million. Even though the countries covered in 2005 remained the same (Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Madagascar, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda), a critical reassessment—in some cases also on the basis of independent evaluation—allowed UNIDO to initiate successor programmes or second phases. In 2005 this applied to the CSF for Nigeria and the IP for Madagascar. Implementation of second phases for Burkina Faso, Ethiopia, Ghana, Mali, Mozambique, Senegal, Tanzania and Uganda started or reached mid-point.

## Regional perspective

In line with the conceptual framework of NEPAD and the APCI, UNIDO continued to boost the regional approach to its technical cooperation. A total of 37 regional projects were under implementation with a financial outlay of \$16 million. Comprising a wide scope of sectoral and cross-sectoral issues, regional projects served as an efficient tool to support regional integration in Africa as well as to address environmental issues.

In addition to a significant number of projects under implementation, a number of new regional initiatives were introduced. These included:

- Training support for science, technology and innovation policy for industrial development in the SADC subregion;
- Enhancing market access through competitive and comprehensive product design in East Africa;
- Capacity-building and promotion of an affordable approach to rural energy development;
- Adaptation to climate change—understanding risks and building capacity in the industrial sector (Kenya, Tanzania, Uganda);
- Formulation of a regional programme for investment promotion in West Africa;
- Multi-skills training and community service facilities for sustainable livelihoods and poverty alleviation in East Africa;
- Establishment of the observatory of competitiveness in West Africa;
- Establishment of the Regional Environmental Information Management Centre at the University of Lagos;
- Assistance to the repatriation, local integration and resettlement of refugees of the UNHCR settlements in Buduburan and Krisan (Ghana) through micro and small-scale enterprise development;
- Demonstration project for 10 African Francophone countries on the Clean Development Mechanism.

The new impetus for regional cooperation activities was secured through the implementation of the APCI plan. A NEPAD/APCI subregional conference convened in October on improving industrial competitiveness and promoting employment in



COMESA agreed to strengthen UNIDO cooperation with COMESA in identifying regional programmes to ensure effective implementation of the APCI objectives and UNIDO industrial development support to the subregion. Similar subregional conferences for Central Africa and Southern Africa are in the final stages of preparation.

## **Merging development efforts**

Implementation of NEPAD and coordination of system-wide activities in Africa were a major issue during the fifty-ninth session of the United Nations General Assembly. In this context, UNIDO took a proactive position on cooperation and coordination of work, especially with UNDP, the implementation of United Nations global programmes on LDCs, small island developing States and South-South cooperation.

During the course of 2005, programmes for Ethiopia, Ghana and Tanzania were developed as a follow-up to the private sector development (PSD) agreement with UNDP. Other pilot countries selected to launch PSD programmes are Nigeria, Rwanda and Sierra Leone, for which preparations are under way. In March UNIDO and UNDP convened a consultative forum on strengthening competencies for governance and economic management in Ghana. Another successful area of joint activities in Africa was the opening of five UNIDO Desks to ensure support to UNIDO operations in the respective countries and synergy of planning with UNDP.

UNIDO actively participated in the international meeting to review the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (10-14 January, Mauritius). As an outcome, cooperation with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States has been strengthened and the UNIDO position for follow-up to the Mauritius Strategy for the further implementation of the Programme of Action enhanced.

In the context of its region-wide planning of development assistance, UNIDO further strengthened its coordination activities with UNECA, particularly in the context of the implementation of NEPAD and APCI initiatives. Continued cooperation with the United Nations Office on Drugs and Crime resulted in a joint letter on collaboration with reference to joint projects in selected countries, including several in Africa. Finally, UNIDO's active inter-agency cooperation in support of LDCs and South-South cooperation is described in chapters III.A and III.G.

### **UEMOA quality programme**

UNIDO's recognized expertise in strengthening standards was put to good use in a programme funded by the European Union for UEMOA. Specific assistance within this large-scale project targeted fisheries in Benin, Côte d'Ivoire and Togo, which employ thousands of workers and export more than 100,000 tonnes annually to the EU.

The project, which was completed in 2005, recorded significant achievements in a range of areas, including:

- The establishment of an internationally recognized regional accreditation secretariat;
- The creation of a laboratory network and database on more than 250 laboratories;
- An enhancement of the testing capability of 46 laboratories;
- Assistance provided to 16 laboratories to obtain accreditation;
- The creation of a trained regional pool of technical laboratory assessors to ISO 17025 standard;
- The establishment of a regional documentation centre for standards;
- The establishment of national documentation centres in 8 countries;
- The harmonization of quality promotion policies in all UEMOA countries;
- The introduction of ISO 9001 and HACCP systems in more than 60 enterprises;
- The establishment of national and regional Quality Award systems;
- The creation of a regional pool of auditors trained and qualified for ISO 9001 standard;
- The establishment of a network of quality associations;
- A strengthening of the capacities of consumer organizations.

Testifying to the programme's success, UEMOA and the EU have requested UNIDO to prepare a second phase to consolidate the results achieved in UEMOA countries and extend activities to other ECOWAS countries and Mauritania.

## **C. Arab region**

UNIDO support to the Arab region continued in the pursuit of integrated and sustainable industrial development while addressing the diverse needs of countries characterized by extremely varied economic and developmental conditions. The various subregions (North African Arab, West Asian Arab, Arab LDC and Gulf Cooperation Council countries) witnessed smooth progress with regard to technical cooperation activities. These include 11 IPs, one CSF, and projects related to international protocols and regional projects.

Major efforts in the West Asian Arab countries (Jordan, Lebanon, Syrian Arab Republic) were deployed towards industrial upgrading and governance, as well as quality and consumer protection, while focusing on the agro-food and textile sectors. Following the evaluation of the IP in Jordan, steps were taken to align components and resources around specific value chains in the agro-food sectors with special attention paid to rural development and poverty reduction. Furthermore, a UNIDO Desk in Jordan became operational.

UNIDO's interventions in the African Arab countries (Algeria, Egypt, Libyan Arab Jamahiriya, Morocco, Tunisia) continued to focus on strengthening productivity and competitiveness. This was done in response to a common priority in the subregion to maximize the opportunities provided by regional trade liberalization in view of the establishment of the Euro-Mediterranean free trade area. UNIDO assistance covered a wide range, including support to institutions in policy, SMEs, and trade capacity-building, traceability and investment promotion.

Significant results were achieved also in terms of poverty alleviation, notably in Morocco where groups of women and SMEs assisted by UNIDO developed new lines of production and commercial linkages with domestic and foreign buyers. The year also saw the establishment of National Cleaner Production Centres in Morocco and Egypt.

In the GCC countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates) emphasis was given to facilitating the development of privately-led industrial development by promoting governance, technology diffusion, business development services, quality management and continuous improvement. During the implementation of the IP in Saudi Arabia, the close interaction of major public stakeholders led to a consensus on a long-term vision for enhancing industrial competitiveness and diversification.

In special development situations, such as in Iraq, UNIDO's activities involved the coordination with other United Nations organizations on industrial rehabilitation and recovery. Some progress has been made despite difficult conditions. UNIDO support to Palestine progressed through the implementation of an IP largely focusing on industrial upgrading and entrepreneurial training.

In the Arab LDCs, considerable progress was made in Sudan and Yemen where UNIDO's programmatic accent is on creating economically viable communities by promoting community-based sources of sustainable livelihoods. Priority was given to improving the productive capacities of selected agro-industries in rural communities and utilizing renewable energy sources for productive use. In Sudan, through a project funded by the United Nations Trust Fund for Human Security, UNIDO succeeded in eradicating extreme poverty in terms of food security in 83 villages in the Nuba Mountain region. Another significant new project relates to the establishment of a vocational training centre in Malakal. In Djibouti, new funding opportunities and strategic partnerships were explored to implement the IP promoting private investment and sectoral strategies in the fight against poverty.

Fostering cooperation throughout the Arab region was an important goal in UNIDO's strategy. The NEPAD Secretariat and UNIDO thus called for a subregional conference on improving industrial competitiveness and employment creation in North Africa at Tunis in September. Attended by more than 70 high-level public and private sector representatives from the six Northern African countries, the conference adopted the Tunis Declaration through which the participants committed themselves to reinforcing regional integration and cooperation along the principle of the APCI. The event was furthermore instrumental in the preparation of national action plans by the North African Arab countries on priority sectors such as textiles and agro-food. These plans are leading to the formulation of a regional road map for Northern Africa that will be presented for validation to the seventeenth meeting of CAMI in 2006.

Another regional initiative was the launch of the consolidation phase of the Arab-Mediterranean Investment Promotion Network. It aims at facilitating investment and technology flows towards the countries of the subregion by promoting business partnerships and technology transfer between European and Arab countries, integrating technical assistance and capacity-building. Operations of this network are sustained by the Investment Promotion Units in Egypt, Jordan, Tunisia and Morocco and their national counterparts.

## **D. Asia and the Pacific**

Overall cooperation with the European Union and multilateral agencies deepened during the reporting period, leading to significant co-funding. Environmental aspects played an important role in UNIDO programmes in several countries, particularly in China. The trade capacity-building programme gained further momentum in the region. The following subchapter seeks to provide an overview by subregions.

South Asia: All formalities for the implementation of the EU-funded quality support programme in Bangladesh were completed in early December, which will enable full-scale implementation in 2006. This important example of UNIDO-EU cooperation features the largest budget to date in the region (€7.7 million for UNIDO implementation). In Sri Lanka, the second phase of the IP was approved in October, with its launch slightly postponed owing to the November presidential elections. A donor meeting planned for early 2006 aims at mobilizing funds for phase II activities. Success in private sector development cooperation with the Federation of Indian Chambers of Commerce and Industry and the Indian Department of Industrial Policy and Promotion was featured in a special event during the General Conference to present the approach and implementation progress. UNIDO involvement in needs assessment for the early recovery of the severely affected regions in Pakistan after October's disastrous earthquake will enable the Organization to contribute significantly to that endeavour, for which implementation is to start in 2006. Approval of the EU-financed trade-related technical assistance programme for Pakistan of about €2.3 million helped the quality component of the IP gain significant momentum.

Afghanistan was the focus of significant UNIDO efforts, including the establishment of a UNIDO Desk under the cooperation agreement with UNDP, with which a joint programme on private sector development is also under discussion. Other major initiatives for Afghanistan included the preparation of handicraft training workshops and the formulation of a joint programme on sustainable livelihoods with UNODC.

Phase I of the market access and trade facilitation support project for South Asian LDCs with the South Asian Association for Regional Cooperation, with a total budget of over \$1.1 million, has yielded significant results in terms of strengthened capacity to prepare strategies and structures for improving standards development as well as metrology and certification. A number of donors have indicated strong interest in funding the second phase for some \$1.5 million for the participating LDCs.

South-East Asia and the Pacific Islands: As a result of the Cooperation Agreement signed with UNDP, a UNIDO Desk was established in the Lao People's Democratic Republic. A joint programme on private sector development was also formulated in Lao PDR whereby UNIDO contributed \$200,000 and UNDP \$100,000 as seed money for

immediate implementation. Funds mobilization meetings with potential donors were held for a rural energy programme in Lao PDR. In Cambodia, a situation analysis and needs assessment study was conducted in November with a view to developing an integrated programme. UNIDO also provided seed money for technical cooperation to assist Indonesian recovery and rehabilitation efforts in tsunami-affected and conflict-prone provinces. In the Solomon Islands, a project on entrepreneurship development was implemented with UNIDO resources in the amount of \$75,000. Following a successful first phase, phase II of the Viet Nam IP is being finalized. The regional programme for marine current exploitation technology in China and South-East Asia started implementation in China, Indonesia and the Philippines. A workshop on energy efficiency in Bangkok targeted selected ASEAN countries, while Bangkok and Kuala Lumpur each hosted a technology transfer workshop.

North-East Asia: In February UNIDO published its evaluation of the country service framework on the environmentally sustainable development of China, some recommendations of which were implemented in the course of 2005. An increasingly promising UNIDO instrument for reducing regional and social disparities is the subcontracting and partnership exchange (SPX) programme, which progressed countrywide with focal points. A new SPX was approved for Shanghai and the Yangtze River Delta region (phase I), funded by the Shanghai Industrial Investment (Holdings) Co., Ltd., UNIDO's Chinese counterpart agency. Harbin, the capital of Heilongjiang Province (North-East Dongbei region, with relatively low income levels compared to the South-East) also manifested interest in an SPX, and Chongqing is preparing phase II. The SPX programme thus responds to a top priority of the Chinese Government in economic and social development. In this context the Government included some suggestions of the UNIDO report "Western China: Enhancing Industrial Competitiveness and Employment", published in October, as inputs for parts of China's eleventh five-year plan.

The year also saw the approval and implementation of large-scale projects in the phase-out of methyl bromide in the tobacco sector, which will allow closing down UNIDO operations in this sector in 2006. The persistent organic pollutants (POPs) national implementation plan project of \$4 million made significant progress and will be presented in January 2006. In the Democratic People's Republic of Korea, the IP for strengthening the agro-food industry sector made significant progress, with the launching of a project to establish a goat milk processing unit powered by its own hydropower generator, in Songchon County. A fact-finding mission to Mongolia in December triggered an official request for an integrated programme, which is under preparation. The POPs project to facilitate early action on the implementation of the Stockholm Convention came to an end and the Government of Mongolia expressed an interest in UNIDO's participation in the implementation phase.

## **E. Europe and NIS**

As part of its regional technology foresight (TF) programme, UNIDO implemented training programmes in the Czech Republic, Hungary, Russian Federation and Turkey. Targeting organizers, practitioners, decision-makers and corporate foresight specialists, the programmes provided basic knowledge on the application of TF tools in strategic decision-making for technological development, modalities of implementing TF initiatives, available methodologies, and TF experience and prospects in the region.

To support programme implementation, UNIDO launched a regional Virtual Technology Foresight Centre. Organized as a network of institutions and persons, the Centre will advise on and coordinate technology foresight activities, commission studies, organize training programmes and awareness-raising meetings, collect and transmit information, operate an internet portal and database, and provide services to corporate partners.

Projects to promote cleaner production commenced in Armenia, Serbia and Montenegro and The former Yugoslav Republic of Macedonia. They will contribute to strengthened industrial competitiveness and productivity and to promoting sustained social advancement compatible with environmental protection. The projects will foster the diffusion of environmentally sound technologies, provide national industries with the necessary tools to facilitate accession to national and regional markets with environmentally sound products and improve the ability of national enterprises to successfully negotiate their position in global markets.

The country service framework 2003-2005 for the Russian Federation was nearing completion. It has provided valuable contributions to the sustainable development of food processing, technology development, footwear manufacturing, SME development, cleaner production and regional development.

Also in the Russian Federation, UNIDO initiated the implementation of an EU-financed project to develop methodologies of information and communication technology (ICT) statistics. The project aims at ensuring compliance and comparability with international concepts, definitions and methodologies, introducing modern techniques and tools for the collection of ICT statistics, and assisting businesses, ICT users and other economic stakeholders in using statistics to improve their analytical and decision-making skills.

In cooperation with the Government of Hungary and UK Trade and Investment, UNIDO held a seminar on linking the Kyoto project-based mechanisms with the European Emissions Trading Scheme for participants from new EU member States, EU accession and candidate countries, as well as other countries. The seminar provided a forum for business and industry to advance the understanding and operationalization of emissions trading under the Kyoto Protocol to promote the cost-effective reduction of greenhouse gas emissions.

Following UNIDO's assistance to Romania in preparing its national implementation plan to eliminate POPs in compliance with the Stockholm Convention, UNIDO embarked on a GEF-financed project to dispose polychlorinated biphenyl (PCBs) wastes. The project will help to reduce the human health threat from PCBs and avoid future releases of PCBs in Romania.

In Croatia, UNIDO is implementing a project to introduce the production of biodiesel as a renewable source of energy in order to reduce the consumption of fossil fuels, reduce CO<sub>2</sub> emissions, and increase profitability in the agricultural sector. The project evaluated the feasibility of a biodiesel production plant, provided advice to enable an informative decision on the appropriate production chain and economic model to be adopted.

In Ukraine, UNIDO continued to assist the city of Lviv in environmental management and planning of water infrastructure and sewage facilities. Building upon the results achieved during the first phase, the project currently aims at strengthening the Pipe Development Centre, preparing a master plan for rehabilitation of the city water

infrastructure, and demonstrating new approaches and technologies of water pipe rehabilitation for local industries.

The International Centre for Hydrogen Energy Technologies (ICHET), established in Turkey in 2004 with Turkish contributions expected to reach \$40 million over the planned five-year project period, is currently working on a number of projects focusing on the production of hydrogen as a “clean energy carrier”, including small hydropower in China, solar energy in Libyan Arab Jamahiriya, wind energy in Argentina and biomass in India.

A UNIDO Desk, established at Yerevan, Armenia, in cooperation with UNDP, is currently developing UNIDO technical cooperation projects focusing on several strategic areas.

## **F. Latin America and the Caribbean**

As a consequence of the cooperation agreement with UNDP, UNIDO embarked on a new form of representation in Latin America and the Caribbean with the appointment of three Heads of UNIDO Operations at UNIDO Desks in the UNDP offices of Bolivia, Ecuador and Nicaragua, whose main responsibility is programme development.

Memorandums of understanding were also signed in Argentina with the Ministry of Planning, Public Investment and Services concerning technical cooperation; with the province of Cordoba for the establishment of a cooperation framework for the high technology sector; and with the province of Buenos Aires for the provision of UNIDO consultancy services to be funded under a World Bank loan. A memorandum of understanding signed with the Organization of American States (OAS) covered the establishment of a cooperation framework.

Four integrated programmes were active in the region: Colombia, Cuba, Ecuador and Guatemala. Following an independent evaluation, a bridge programme for the design of the second phase of the Colombian IP was approved with the start of activities scheduled for early 2006.

The second phase of the IP for Cuba was signed and activities commenced. Apart from components addressing entrepreneurship development, energy and agro-industrial concerns, a large-scale component dealing with the management of municipal solid waste in Havana, fully financed by Switzerland, is now under implementation.

In Ecuador, the programme continued with active involvement of and co-funding by the Government. In particular, the trade capacity-building component moved ahead by establishing an industrial studies unit in the counterpart ministry. The first phase was close to completion, with an independent evaluation of the results to date and the subsequent design of a second phase expected in early 2006.

In the IP for Guatemala, the handover to the Government of a complete metrology laboratory marked the end of the first phase. Based on the positive evaluation, it is expected that the second phase will be negotiated in early 2006.

The implementation of POPs enabling activities for the development of national implementation plans in Bolivia was successfully finalized and the follow-up project submitted to the Global Environment Facility secretariat.

Programme formulation missions addressed the precarious situation of Haiti, the only LDC in the region, and concrete technical cooperation activities are expected to commence in 2006.

Programming missions were carried out in Bolivia (fruit processing and renewable energy solutions for the Chapare region), Ecuador (fruit processing) and Paraguay (industrial competitiveness).

Throughout the region the UNIDO Montreal Protocol programme continued to be a major part of the technical cooperation portfolio with new approvals reaching record levels.

## **G. South-South cooperation**

The various chapters of this report testify to a wide range of UNIDO activities that feature elements of South-South cooperation. Examples in 2005 include the regional system for accreditation and certification, standardization and quality, in which North African countries provided experts for UEMOA countries in West Africa. Investment promotion activities also featured South-South cooperation elements, as illustrated by the China International Fair for Investment and Trade, which presented 380 African investment opportunities. Together with China and India, UNIDO strengthened South-South cooperation in technology transfer for low-cost housing in Africa, Asia and Latin America. India also hosted an expert group meeting that sensitized African policy-makers and experts about the status and opportunities offered by biomass gasification technologies.

Underlining the importance ascribed by UNIDO Member States to South-South cooperation, the General Conference at its tenth session recommended “Industrial development, trade and poverty alleviation through South-South cooperation” as a theme for the industrial development forum at its eleventh session. In line with that recommendation, the forum at the eleventh session was convened on that subject.

An issue paper for the forum highlighted key South-South cooperation issues covering industrial trade, technology and investment flows, global trade negotiations and a joint response for poverty reduction. Subsequently, the key determinants were expanded in a more detailed report entitled “Industrial development, trade and poverty alleviation through South-South cooperation” as the background document for the forum.

Deliberations continued in two roundtables featuring presentations from both the public and the private sectors on:

- Promotion of trade through industrial capacity-building; and
- Cooperation in technology transfer.



### Reversal of roles: South-North cooperation

An interesting opportunity to transfer know-how and technology from developing to developed countries is in the agricultural technique of sod seeding. Argentina and Brazil are world leaders in the application of this technique, developed to improve the use of natural resources in farming. By minimizing the disruption of the soil's structure and composition, this practice also minimizes erosion and water contamination while maintaining revenue levels for farmers. Within the UNIDO programme for the recovery of the Argentinean industrial sector, a mission of Argentinean agricultural machinery producers presented the advantages that sod seeding may offer in Europe. Interest expressed, for example by the Italian Association of Sustainable Soil Management, indicates that the know-how and technology available from Argentina may play a valuable role in covering a gap in developed countries. More than 200 business meetings held were aimed at agreements to transfer the technical solutions developed by Argentinean companies to European counterparts.

## H. Field representation

The new initiative launched in 2004 for expanding the UNIDO field network reached its implementation phase during the early part of 2005. The aim of increasing UNIDO outreach to its constituency and improving cooperation within the system, notably with UNDP, through joint programming initiatives at the field level, was being formalized during the year by the physical establishment of the new UNIDO Desks.

Since its inception, this initiative has been the subject of extensive reporting to the policymaking organs. By the end of 2005, a total of 12 new UNIDO Desks had been established (5 in Africa, 1 in the Arab States, 2 in Asia and the Pacific, 1 in Europe and NIS, and 3 in Latin America and the Caribbean). Towards the end of the year, another 5 UNIDO Desks were in the process of being established and becoming operational. As a result, during 2005, UNIDO increased its physical presence in the field by some 40 per cent and was present through offices and Desks in a total of 42 countries. At the level of joint programming, UNIDO initiated or developed a total of 10 joint programmes in private sector development during the same period. Implementation of the entire initiative, including monitoring, evaluation and necessary adjustment, will continue during the biennium 2006-2007.

Regional Bureau staff at Headquarters and UNIDO Representatives in the field continued to maintain their role as team leaders for integrated programmes and country service frameworks. Facilitating the required degree of coordination and monitoring of programmes and projects implemented in their countries of coverage, the increased authority in the field allowed Member States to additionally benefit from a more coherent implementation approach. Increased financial autonomy, through the operation of imprest accounts, also resulted in additional efficiency of field offices, which in turn provided considerable field-level benefits to the project implementation.

Finally, UNIDO also ensured that nearly all its field offices received an upgrade of their facilities and obtained relevant additional security equipment to achieve the required Minimum Operational Security Standards (MOSS) applicable at their respective locations.



# IV

## Global forum activities

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As a specialized agency of the United Nations, UNIDO has a dual responsibility: (a) To provide technical cooperation services which enhance the industrial productivity and growth and (b) to serve as a global forum for generating and disseminating knowledge about industrial development processes and their implications for productivity and economic growth, and to initiate and conduct debates on such development mechanisms.

UNIDO's global forum activities draw upon in-house and collaborative research as well as its extensive knowledge accumulated through its wide-ranging technical cooperation activities. The objective of UNIDO's research is to address specific priority issues and strengthen the analytical foundations of its technical cooperation programme.

The following sections highlight selected activities with a particular focus on the industrial statistics programme, the research programme for the medium-term programme framework 2004-2007 and other research activities including the production of the Organization's flagship publication, the *Industrial Development Report*, and research partnerships.

### A. Industrial statistics

UNIDO has been assigned the sole responsibility in the international statistical community for the compilation, storage and dissemination of structural industrial statistics that are global in scope. In this context UNIDO completed the 2005 round of the annual compilation of key industrial statistics in collaboration with OECD. After improving the international comparability of the data reported by countries and incorporating them in the UNIDO databases, the databases were disseminated worldwide in several forms (appendix P refers). In addition, UNIDO updated its unique database on subsectoral manufacturing value added (MVA) at constant prices, which was to serve as the source for cross-country aggregation of detailed MVA. As part of its inter-agency responsibility for the development and promotion of a standard international methodology and practice for statistical operations, UNIDO, together with the United Nations Statistics Division, played the leading role in preparing the report for the United Nations Statistical Commission's 2006 programme review on industrial statistics and for the development of two new United Nations manuals for structural industrial statistics and industrial production indices. UNIDO also carried out technical cooperation activities in capacity-building for industrial statistics operations in Ghana, Saudi Arabia and Sri Lanka.

As part of UNIDO's statistical work, the UNIDO Scoreboard of Industrial Development, which had been published in previous issues of the *Industrial Development Report*, was modified, updated and disseminated as a CD-ROM. The objective of the Scoreboard is to assess and monitor the competitive industrial performance of various countries and provide an international comparison.

## **B. Research programme for the medium-term programme framework**

Significant research outputs have been produced for all four components of the UNIDO research programme presented to the tenth session of the General Conference in 2003 in the context of the medium-term programme framework for 2004-2007.

Research component 1 is intended to provide a comparative analysis of productivity performance in developing countries. To this end a large-scale research project entitled "Productivity performance in 17 countries" was carried out. From its inception in 2004 until 31 December 2005, this project generated a number of research papers and a comprehensive report. The report, which was presented at a side event of the eleventh session of the General Conference, was entitled "Productivity in developing countries: Trends and policies" and dealt mainly with basic country information. This information was derived from cross-country analysis as well as from 15 country case studies spanning four regions: the Arab countries, Asia, Latin America and sub-Saharan Africa. Working papers produced cover productivity concepts and measurements and write-ups of many empirical results. One of the most noteworthy outputs is the world's largest productivity database, which is being hosted by UNIDO's new comprehensive website for productivity.

Research component 2 is intended to assess the role of technology diffusion in productivity enhancement and in environmentally sound industrial development. In 2005 research activities were focused on the latter aspect. A project which examined the adoption of environmentally-sound technologies (ESTs) in nine developing countries identified firm-specific factors as the predominant determinants. Indeed, factors such as environmental commitment, technological capabilities, profitability and ownership structure matter significantly in explaining the adoption of advanced cleaner technologies. Policies seeking to improve industrial environmental management should therefore target some of these key determinants. A final version of the research report including nine country case studies will be issued in early 2006 as a joint UNIDO-Edward Elgar publication.

Research component 3 deals with policy choices in the new economic order. The ongoing research project "Public goods for economic development" provides modern analytical tools for analysing collective problems arising from market failures in such fields as environmental management, market integration, technology transfer and financial stability, and the policy implications of these challenges at national, regional and international levels. The issues arising from this research were discussed at a UNIDO conference held at Harvard University in September. Background papers of this conference are available on the UNIDO website. The first group of publications in this field include: *Regional innovation systems as public goods*, *Capacity-building to meet international standards as public goods*, and *The role of intellectual property rights in*

*technology transfer and economic growth: Theory and evidence*. A publication entitled *Public goods for economic development* summarizing all findings and giving highlights of the background papers is under preparation.

Research on assessing how global value chains (GVCs) can contribute best to industrial development has resulted in a great number of research papers with a new sector and issue coverage. A comprehensive volume, *Global value chains and production networks: Prospect for upgrading by developing countries*, is under preparation. The volume will provide a full set of information and policy recommendations regarding the analysis of GVCs and its application to various sectors like agrifood, leather, textiles and clothing, wood, automobiles and electronics. New working papers in the same series such as *GVCs in the agrifood sector* and *Decoding organic standard-setting and regulation in Europe* are under preparation.

Research component 4 is covered by one project to examine and assess the importance of CSR strategies and the related challenges faced by SMEs in their efforts to gain access to new markets, as referred to in D (Harvard University) below.

## C. COMPID

Combating Marginalization and Poverty through Industrial Development (COMPID), a three-year research programme with a focus on low-income countries that are marginalized from the benefits of globalization, was successfully concluded.

Initiated as part of UNIDO's response to the challenge of achieving the Millennium Development Goals, the key aim of this Danish-funded research programme was to generate information and knowledge that would contribute to the efficacy and impact of the Organization's activities in low-income countries, both in terms of technical assistance and global forum activities. Accordingly, much emphasis was placed on the programme's third and last phase in which implications for UNIDO were derived from the general research results that had been generated in the first two phases. The findings and implications for UNIDO were presented and reviewed at a consultative meeting in April. The foreseen follow-up will include the application of some of the recommendations in UNIDO's technical cooperation activities, seminars, workshops and further research.

## D. Research partnerships

Cooperation arrangements have been established with the following leading research institutions with a view to strengthening the Organization's global forum activities.

### **Complutense University**

UNIDO has established a research cooperation programme with Complutense University in Madrid. The objectives were to focus on the present stock of knowledge in the field of public goods and to identify those that are judged most critical to foster economic development in developing countries but are in short supply, thus affecting the speed and quality of these countries' economic development. The ultimate goal was to contribute concrete proposals and recommendations for policymaking at the local,

national, regional and international levels. At the international level, the special focus was on the role of the multilateral system and UNIDO.

### **Harvard University**

A project in cooperation with Harvard University commenced in September 2004 to examine and assess the importance of corporate social responsibility strategies and the related challenges faced by SMEs in their efforts to gain access to new markets. It will also identify those industrial subsectors in which the adoption of CSR practices by SMEs is likely to result in increasing market shares, stemming from consumer preferences for responsible and sustainable consumption. It will also explore the relationship between CSR, business linkages and innovative types of public-private partnerships. The project is expected to be completed in early 2006.

### **University of California, Berkeley**

A memorandum of understanding between UNIDO and the University of California, Berkeley, was signed in March. The programme of cooperative research included in that MOU will contribute to the UNIDO research programme for the medium-term programme framework, 2004-2007. This cooperation programme will be implemented through research projects undertaken by teams of graduate students and faculty members and through conferences and training programmes on technology-related issues.

The second conference, on “Bridging the Divide”, was organized jointly by UNIDO and the University in April. The conference focused on technology, innovation and learning in developing countries and was also an occasion for graduate students to present the results of their research projects implemented under this cooperation programme.

## **E. Industrial Development Report**

The 2005 issue of the *Industrial Development Report* entitled *Capability-building for catching-up: Historical, empirical and policy dimensions* was released in November and focused on capability-building needs of developing countries in order to catch-up on the economic and technological fronts. A special section assesses lessons learned from catching-up experiences throughout modern history. From these experiences it draws a framework for operational policy analysis as well as a methodology for the assessment of capability-building needs, thus filling a gap in the current understanding of economic development. The report also includes a section on monitoring and assessing global industrial trends following the tradition of previous reports.

## **F. Second international conference on the process of innovation and learning in dynamic city regions**

This conference was organized by UNIDO in cooperation with the national and state Governments of India and Karnataka at Bangalore in July. Over 250 delegates looked at systems of governance in dynamic city regions in China, Costa Rica, India, Indonesia, Mexico, Republic of Korea and South Africa. International case studies based on European Union initiatives were presented as a model for developing countries. Based

on presentations and deliberations at the conference, the Bangalore Declaration was adopted. It emphasizes the role of innovation and learning in the development of dynamic city regions. The Declaration furthermore stresses the importance of “technopreneurs” in the dynamic development of cities and the need to continue to explore the process of transforming technology and innovation “know-how” to “show how” for SMEs and other stakeholders.

## **G. Joint activities with selected multilateral organizations**

UNIDO strengthened its cooperation with selected multilateral organizations focusing on the development of strategies in support of the Millennium Development Goals. Special emphasis was placed on Africa with the promotion of the New Partnership for Africa’s Development (NEPAD) and its industrial component, the African Productive Capacity Initiative (APCI), while giving full attention to innovation, value-addition and competitiveness hubs.

The following institutions entered into partnerships with UNIDO: Centre for Research and International Studies of the University of Montreal International, Common Market for Eastern and Southern Africa, International Labour Organization, Organization of African Employers, United Nations Conference on Trade and Development as well as the United Nations University and the Institute for New Technologies.





# V

## Performance management

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Improved performance, as measured against a wide range of indicators, is a fact in which UNIDO can justifiably take pride. The present chapter presents significant examples and also discusses the Organization's approach to meeting the challenge of measuring and improving the impact of its work in support of client countries.

### A. Results-based management

#### Programme and budgets, 2006-2007

Having gradually introduced results-based management (RBM) as a tool to institutionalize performance improvement over the past two years, a significant development in 2005 was the preparation of the programme and budget proposals following the application of RBM principles and concepts. Solid groundwork had been laid during the senior management retreat exclusively devoted to RBM in December 2004, thus paving the way for the preparation of the programme and budget proposals for the next biennium. To ensure staff understanding of the concepts involved and their application, this exercise adopted a participatory approach and entailed the involvement of outside expertise with extensive experience in introducing results-based budgeting (RBB) in the United Nations system.

Following thorough in-house discussion, comprehensive guidelines were issued, setting the stage for a common, interactive approach in preparing programme and budget proposals. The preparation of the proposals thus represented a major step forward in introducing a new management culture that goes beyond the delivery of activities and focuses on results—an achievement recognized by both the governing bodies and the External Auditor.

Implementing RBM in any organization requires the development of a results-oriented organizational culture. This entails that staff at all levels become familiar with the concepts and terms of RBM, and understand the advantages and implications for their work. With this in mind, efforts continued to further institutionalize RBM into all aspects of work. During the latter part of 2005, and with outside expertise, a series of meetings held at Headquarters discussed with all key players, including senior field staff, further requirements to take forward RBM both at Headquarters and in the field. The results featured a number of specific measures established to ensure the reliability of the RBM approach.

#### Challenges in 2006

RBM is an evolutionary process that takes time to mature to a stage where policy and decision makers can use performance data for decision-making. The Organization is

committed to institutionalizing RBM and work will continue, based on the experience gained, on refining outcomes and performance indicators, specifying sources of data, means of data collection, development of necessary systems, and reporting information that would enable various stakeholders to make informed decisions. The lessons learned during this process will also enable the Organization to improve its submission of the programme and budgets for 2008-2009, the preparation of which will start in late 2006. It is also noted that external factors, such as the availability of information at the country level and the baselines, may influence the reporting at that stage of RBM implementation.

### **TC guidelines for programmes and projects**

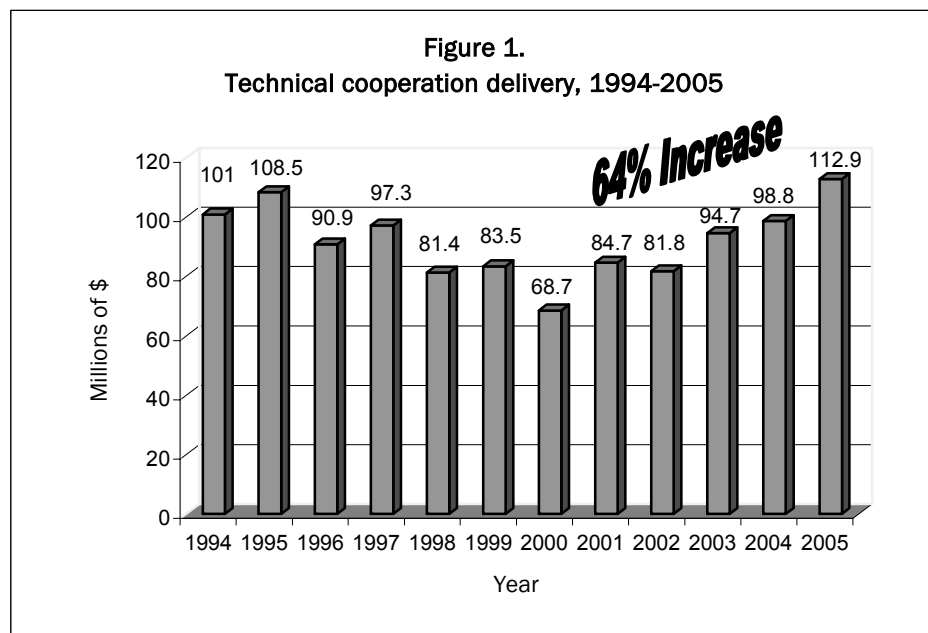
Special steps taken to ensure the full incorporation of RBM principles into the technical cooperation cycle included the development of new TC guidelines. This ensures that internal processes positively influence organizational performance and that financial resources are used efficiently and effectively to fund priority activities and yield clearly identifiable and measurable results. The guidelines also aim to ensure the development and delivery of TC activities that have an impact on economic development through the effective harmonization of UNIDO's overall policies and priorities with the needs and development plans of recipient countries in accordance with the Poverty Reduction Strategies, and interaction with other multilateral and international organizations within the framework of the UNDAFs, as well as with bilateral and national TC agencies and NGOs/CSOs.

Among the subjects discussed at the expanded Board of Directors retreat in December was an initial review of the application of the guidelines some six months after their implementation, following which some adjustments are expected in order to introduce further improvements. The fine-tuned guidelines are scheduled for issuance in the first half of 2006.

## **B. Performance on the technical cooperation front**

### **Improvement in delivery**

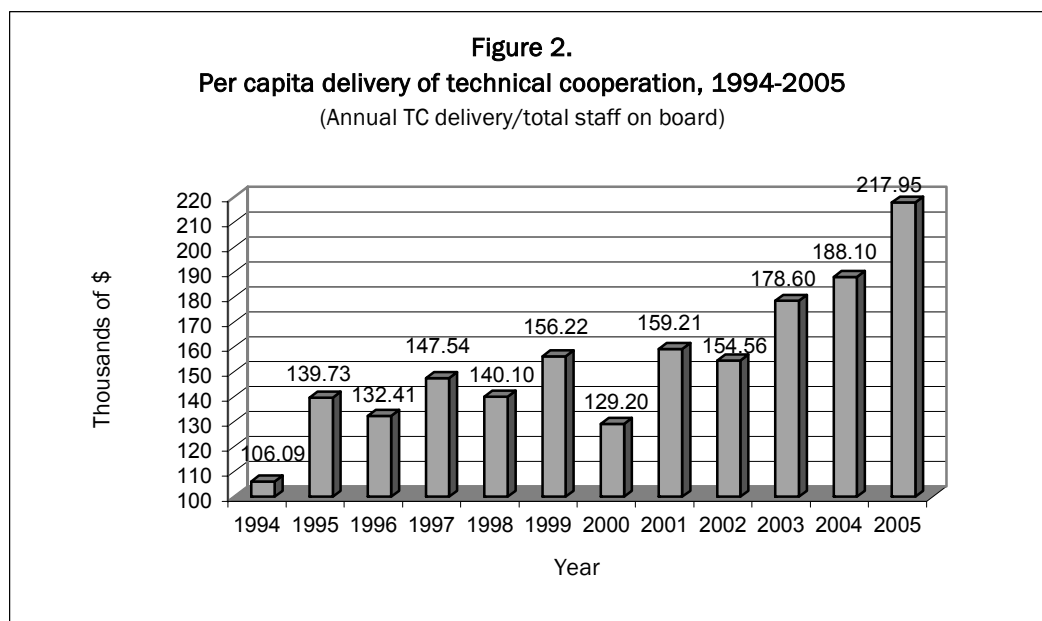
Figure 1 provides a TC delivery analysis from 1994 to 2005. In this context, it is to be noted that the funding pattern of extrabudgetary resources has changed tremendously over the years (for instance, in 1994 projects funded by UNDP amounted to some 26 per cent of total delivery, whereas in 2005 they accounted for only 1 per cent), and that there have been substantial decreases in staffing levels (in 1994, the actual number of staff on board at Headquarters was 952, compared with 517 as of 2005—a decrease of 46 per cent).



TC delivery in 2005 surpassed the previous highest delivery level of 1995, which confirms a turnaround in UNIDO's TC delivery. It also shows an increase of some 64 per cent over the 2000 delivery. The prospects thus look promising for future years.

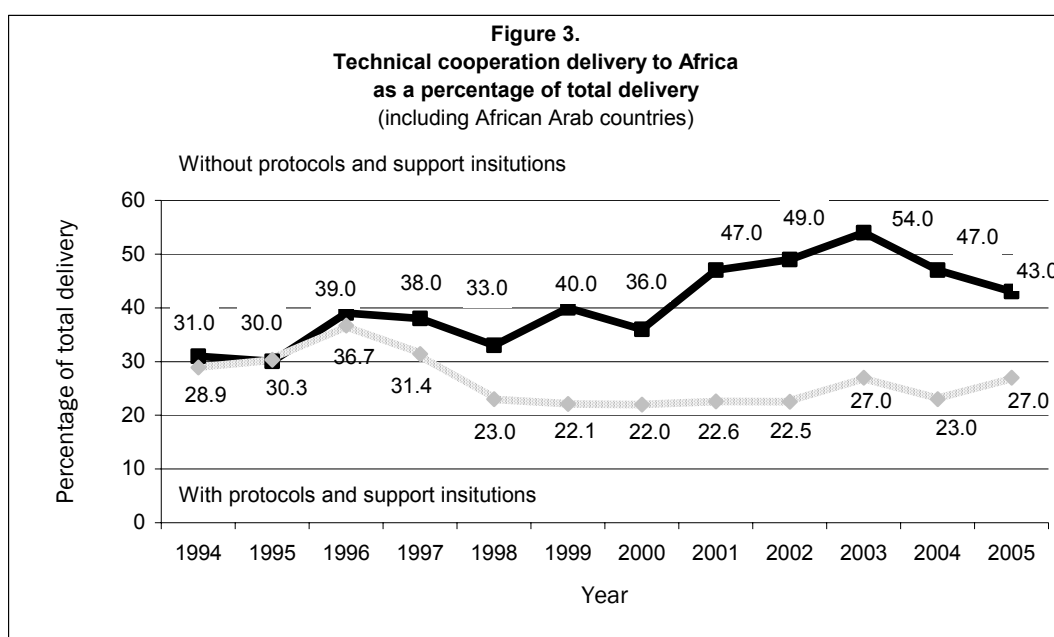
#### Staff productivity grows

As seen in figure 2, which analyses delivery versus total staff on board (both Professional and General Service), productivity per staff member has increased by 105 per cent since 1994, i.e. more than double. Compared to 1997, productivity has increased by 48 per cent—another demonstration of the continued commitment by management and staff to make the Organization more efficient and effective.



## Emphasis on Africa

Figure 3 shows that there has been a continued emphasis on TC delivery in favour of Africa, including African Arab States. Despite the changing funding pattern, delivery in this region has accounted for some 23 to 27 per cent of total delivery since 1998, excluding delivery under the Industrial Development Decade for Africa/Special Resources for Africa.



Delivery in 2005 amounted to \$30.4 million, as compared to \$22.7 million in 2004 and \$25.6 million in 2003. However, if multilateral funds, Investment and Technology Promotion Offices and similar institutions are excluded, delivery in favour of Africa, excluding delivery under the regular budget Special Resources for Africa, was 43 per cent in 2005. Although in percentage terms this shows a reduction of 4 per cent as compared to 2004, in dollar terms the delivery in 2005 increased by \$3 million (in 2005: \$17.2 million; in 2004: \$14.2 million; in 2003: \$16.1 million).

## Selected technical cooperation achievements

Table 1 provides selected TC achievements in recent years focusing on investment promotion and aspects of environmental and SME activities undertaken. In view of the application of RBM principles in technical cooperation, and in the programme and budgets 2006-2007, it is expected that there will be a gradual shift in the Organization's performance reporting on the regular budget and TC activities.

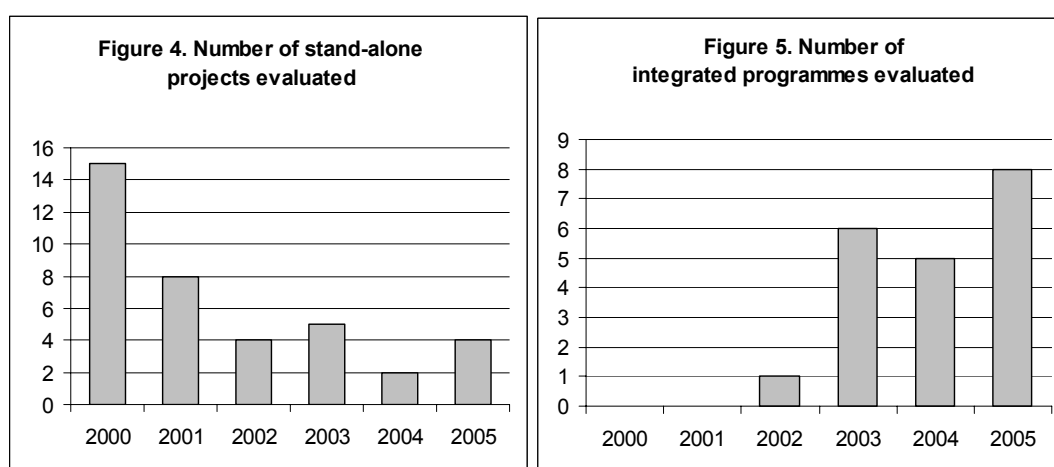
**Table 1.**  
**Selected TC achievements, 2004–2005**

	2000	2001	2002	2003	2004	2005
<b>Competitive Economy</b>	\$221 million investment generated	67 projects including 39 for Africa, 39 for SMEs. \$78.6 million generated for Africa	\$304 million investment generated	\$241.2 million investment generated	\$245.44 million investment generated	\$486.3 million investment generated, including \$424.28 million by ITPO network
<b>Sound Environment</b>	4,000 tonnes ODSs eliminated	2,480 tonnes ODSs eliminated	3,370 tonnes ODSs eliminated	5,650 tonnes ODSs eliminated	6,300 tonnes ODSs eliminated	9,385 tonnes ODSs eliminated  50 food processing enterprises introduced cleaner production techniques
<b>Productive Employment</b>	563 SMEs started 1,160 SMEs expanded business activities  1,191 women entrepreneurs assisted  Some 5,000 jobs created through investment promotion	428 SMEs started 1,306 SMEs expanded business activities  1,207 women entrepreneurs assisted  At least 2,732 jobs created through investment promotion including 1,050 in Africa	512 SMEs started 1,432 SMEs expanded business activities  1,609 women entrepreneurs assisted  Some 4,782 jobs created through investment promotion	434 SMEs started 1,844 SMEs expanded business activities  2,003 women entrepreneurs assisted  Some 4,551 jobs created through investment promotion	268 SMEs started 3,033 SMEs expanded business activities  3,443 women entrepreneurs assisted  Some 5,732 jobs created through investment promotion	296 SMEs started 2,704 SMEs strengthened or expanded business activities  3,359 women entrepreneurs assisted  Some 9,199 jobs created through investment promotion, including 8,149 by ITPO network  Some 200 agro-industrial centres established or enterprises strengthened  Some 1,675 jobs created or secured in agro-industries

### Evaluation activities improve technical cooperation

The emphasis placed by UNIDO on evaluating technical cooperation corresponds to the increasing importance of evaluation at the system-wide level. Notably, the 2005 World Summit underlined the importance of continuous improvement in this area. All organizations of the system were encouraged by the United Nations General Assembly to strengthen their evaluation activities and to promote collaborative approaches to evaluation to better assess the impact of the system on development results.

Figures 4 and 5 show the number of stand-alone projects and integrated programmes (IPs) evaluated since 1997, and clearly reflect UNIDO's shift towards IPs as the main delivery mode for technical assistance. In 2005, eight IPs and four stand-alone projects were evaluated.



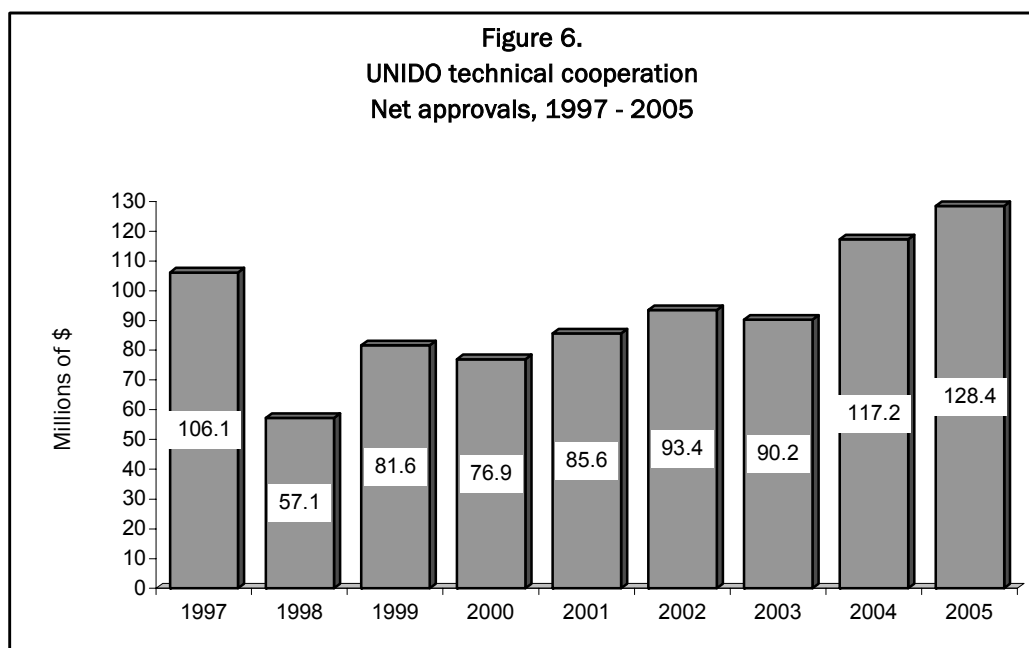
On average, an IP represents a total budget up to several million dollars. With some \$30 million, the country service framework for China is currently the biggest UNIDO programme. As this was one of the programmes evaluated in 2005, the total volume of UNIDO activities evaluated rose to more than \$50 million. The trend towards IPs thus entails a significant increase in evaluation coverage in terms of numbers of projects and financial volume.

Moreover, UNIDO participated in the joint evaluation of the Global Environmental Facility (GEF). This is expected to improve further convergence between UNIDO and GEF procedures, which is vital to increasing the significance of GEF in the UNIDO funding portfolio.

The Evaluation Group (EVG) participated in elaborating the new guidelines on technical cooperation programmes and projects and in the introduction of results-based management. The Group also placed increased emphasis on improving its own evaluation processes and products through its active cooperation under the United Nations Evaluation Group (UNEG); the assumption of a leading role as co-chair of the UNEG task force on the implementation of evaluation quality standards; the publication by UNEG of the evaluation norms and standards for the United Nations system; a draft quality handbook defining EVG quality standards and modes of interaction with the rest of UNIDO. The latter includes the new "IP quality matrix" that will contribute to more transparent evaluations and better guidance of external evaluation consultants.

## C. Funding performance

The total of net technical cooperation project and programme approvals from all sources of funds increased to \$128.4 million as compared with \$117.2 million in 2004, an increase of almost 10 per cent (figure 6). This is the highest level of total approvals since 1990. With the approval level exceeding the delivery by some \$16 million, the balance of projects under implementation continues to increase, which should enable the delivery volume to continue to increase as well. To take a longer-term perspective, approvals were over 30 per cent higher than the average of the previous four years.



Funding through the Industrial Development Fund (IDF) and trust funds (almost all from governmental donors) reached \$79.6 million (excluding support costs). The total contribution from these donors including support costs amounted to \$87.8 million, including \$5.6 million trust funds from “recipient” countries. This represents an increase of 23 per cent over the \$62.8 of 2004, and a doubling in four years to the highest level in the history of UNIDO.

The largest contributor continues to be Italy whose contribution (excluding support costs) amounted to \$15.9 million. The second highest contributor in 2005 was Turkey, with a \$9.9 million contribution for the International Centre for Hydrogen Technology, followed by the European Commission with \$8.2 million, Switzerland with \$7.6 million and Austria with \$5 million. Other major governmental donors included Finland, France, India, Japan, Norway and Saudi Arabia, each of which contributed one million dollars or more. India, Saudi Arabia and Turkey also made important contributions, as did other recipient Member States, including China, Egypt, Iran (Islamic Republic of), Nigeria, Russian Federation and Sudan. In addition, about \$5.9 million originated from the United Nations Trust Fund for Iraq, \$0.7 million from post-emergency funding for Afghanistan, and \$3.2 million from three projects funded by the United Nations Trust Fund for Human Security financed by Japan. Appendix B shows the distribution of IDF and trust fund approvals by region and subject.

Funding mobilized from all sources for the integrated programmes and country service frameworks in 2005 amounted to \$39.6 million.

Net approvals under the Multilateral Fund for the Montreal Protocol amounted to \$40 million, the highest level since 1997, demonstrating continued high performance by UNIDO. Together with the fluctuating approval level under the Global Environment Facility, funding from these two dedicated sources is stabilizing at \$40 to \$50 million per year.

As reported for the previous year, the strong focus on global development priorities and the clearer presentation of UNIDO's programmes as our response to these priorities is continuing to have a strong and positive effect on funds mobilization, especially from governmental donors. It is expected that this trend will continue, with closer cooperation on thematic priorities with individual donors, as well as complementary partners strengthening the message further.

In terms of funding by thematic priority, energy and environment attracted the largest share with \$65.1 million, of which \$40 million originated from the Multilateral Fund for the Montreal Protocol; trade capacity-building attracted \$39.2 million, and poverty reduction through productive activities attracted \$15.4 million. Finally the human security programme mobilized \$9.8 million, with most activities under this heading focusing on poverty reduction activities.

Cooperation with the United Nations Trust Fund for Human Security developed further with three new projects approved for Bangladesh, Guinea and Malawi, and other projects in the pipeline for 2006. Cooperation also continues with CFC, with new projects focusing on hides and skins improvement, market-based development with bamboo, and continued work with sisal, all in Africa. Consultation has started with CFC on its participation in the West Africa cotton programme being developed in cooperation with WTO.

## **D. Internal processes and controls**

### **Administrative support services**

Efforts to decrease information and communication management (ICM) costs featured the signing of a major agreement to outsource the maintenance and support of UNIDO's human resource management and payroll systems to UNODC. This is part of a longer-term strategy of UNIDO and the United Nations as a whole to minimize costs by sharing ICT resources and expertise, where possible. It also places UNIDO in a good position for future system-wide developments in enterprise resource planning.

In addition to the ongoing programme of ICM upgrades, a number of innovative improvements were implemented or commenced:



- A web-based virtual private network facility with strong authentication, which allows all Headquarters and field staff to access Headquarters ICT resources in a secure and user-friendly manner from any web browser anywhere in the world;
- A new web-based electronic document management system, using automatic capturing features to minimize user input;
- The Financial Performance Control System was improved and extended, including a new purchase and contracts system and a fixed assets module for inventory;
- Issuance of a comprehensive policy governing the use of all ICT instruments within the Organization with the aim to: provide UNIDO users with a document that clearly explains their rights, responsibilities, limitations and expected conduct pertaining to ICT resources and their access; help ensure safe, reliable, secure and available ICT resources for all staff members at their desks; ensure the security, availability and continuity of all ICT systems supporting the business processes of the Organization; and allow an auditable flow of information and data.

**Buildings Management Services (BMS)** is managed by UNIDO on behalf of the VIC-based organizations (VBOs). The 2004-2005 budget for this service amounted to some €48 million, shared by all VBOs. Careful management and controls have reduced operational costs while maintaining or improving the quality and/or quantity of services provided. Efficiency savings in the areas of electricity and maintenance costs have also played a major role in reducing costs.

A major activity relates to the asbestos removal programme, the aim of which is to eradicate any possible health hazard related to the asbestos-containing materials in the VIC. The project, which is mostly funded by Austria, entails evacuating office floors, thus providing an excellent opportunity to implement a number of overdue modernization and refurbishment works. These include new cabling for IT and infrastructure, glazing, lighting, flooring, painting and a completely new and full-protection fire alarm and detection system.

From November 2004 through the end of 2005, asbestos removal and accompanying modernization and refurbishment works were completed in 18 floors of two buildings, and the entire project is expected to be completed by mid-2010.

### **Human resource management**

UNIDO continued to provide learning opportunities for staff in the traditional areas of induction programmes, management and executive development training, technical and general competencies upgrading, office software application and language application improvement.

In order to meet the increasing demands of organizational development required by the challenges of achieving the Millennium Development Goals and the strategic long-term goals of the Organization, UNIDO developed and implemented a number of tailor-made workshops and seminars. With the aim of aligning the performance appraisal system with the principles of results-based management, a series of workshops were held for over 60 staff members to help them apply this new system. Other workshops focused on the logical framework approach to improve the quality of programme and project formulation and development, and support the review of the guidelines on project/programme development and the management cycle. A seminar on enhancing

the development and contribution of the private sector focused on the competency edge of UNIDO technical cooperation in the increasingly challenging environment. Another learning event provided a high-level platform for the exchange of views from subject experts from all over the world. Finally, two comprehensive orientation programmes were conducted for the newly-recruited Heads of UNIDO Operations to integrate them into the Organization.

UNIDO's internship programme reached a record high, with the number of interns at 117 for a total of 435 internship months. The good quality of the programme has been manifested by the substantive contribution of these interns to the work of the Organization while at the same time providing the interns with useful exposure for professional development.

### **Oversight**

The External Auditor notes that oversight activities are instrumental in fostering the principles of good corporate governance, with particular emphasis on the concepts of integrity and accountability. In line with the Organization's commitment to those principles, oversight activities covered a range of areas, including:

- **Institutionalizing RBM:** Work continued to institutionalize RBM in all activities of the Organization, such as in the 2006-2007 programme and budgets, technical cooperation activities, training of focal points and other staff, long-term vision and the preparation of an action-oriented plan for the period 2005 to 2007.
- **Finalization and fine-tuning of technical cooperation guidelines:** The TC guidelines covering the entire programme and project cycle were finalized taking into account RBM principles. These have contributed to further improving the management of TC programmes and projects; simplified processes; standardized formats and documents; introduced the logical framework approach; greater delegation of authority and accountability for results. Based on the experience with their implementation, these guidelines are currently being fine-tuned with the support of the Advisory Panel on Programme Approval Committees.
- **Contribution to UNIDO assessment:** Extensive information was provided for the finalization of the report issued in March 2005 on the assessment of UNIDO by the Department for International Development (DFID) of the United Kingdom and work on the areas highlighted for follow-up was continued. Taking into account all the developments and achievements of the Organization, UNIDO was rated best organization within the United Nations standard setting agencies, and emerged from the assessment as one of the most effective of the 23 institutions reviewed by DFID.
- **Preparation and issuance of policy documents:** This entailed preparation of a number of documents, taking into account the best practices both within and outside the United Nations system, and included: fraud awareness and prevention, information and communication technology policy, and risk assessment for internal use.
- **Upholding the single-audit principle:** A considerable amount of work was required to ensure adherence to the single-audit principle, as contained in the UNIDO financial rules and regulations.
- **Advice, monitoring, assessment and reporting:** Reports on a number of assessments and reviews were provided to senior management to facilitate informed decisions.

Monitoring and reporting on the Organization's financial performance, including recommending remedial actions, ensured that the Organization achieved various performance targets.

- **Independent and objective assessment** of the rationale, adequacy, efficiency and effectiveness of various operations. This was achieved through financial compliance and operational audits of Headquarters and field activities, fact-findings and investigative work.
- **Better coordination of activities with external entities and liaison:** To ensure a wide coverage of the Organization's activities and provide effective oversight, activities were carefully coordinated with those of the external audit team. This resulted in improved implementation of the External Auditor's recommendations. Close liaison was also maintained with the Joint Inspection Unit and the Chief Executives Board on the reports issued by the JIU.

UNIDO's performance in 2005 demonstrates that the Organization is on the right track. Its commitment to improving efficiency and the impact of its services has resulted in increased confidence in the donor community, and the future holds promise.



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## **APPENDIX A**

### **OPERATIONAL STATISTICS**

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**Table 1A**  
**Expenditure, 2002 to 2005**

	2002	2003	2004	2005 <sup>g</sup>
	(In millions of US dollars)			
Technical cooperation programmes <sup>a</sup>				
UNIDO regular budget <sup>b</sup>	1.6	4.7	4.9	5.2
UNDP funds <sup>c</sup>	3.4	3.1	2.0	1.2
IDF	18.4	21.2	19.5	20.0
Montreal Protocol	27.8	32.8	36.9	34.8
Self-financed trust funds	2.3	5.3	3.5	4.2
Third party-financed trust funds	15.0	12.0	17.1	20.2
Global Environment Facility <sup>d</sup>		9.9	10.0	14.1
Other trust funds <sup>e</sup>	13.1	5.6	2.6	7.4
EU <sup>f</sup>			2.3	5.8
Total technical cooperation programmes	81.6	94.6	98.8	112.9
	(In millions of euros)			
Headquarters				
Regular budget (excluding technical cooperation) <sup>h</sup>	54.5	61.0	54.9	62.8
Programme support costs	10.9	8.5	8.7	7.6
Total Headquarters	65.4	69.5	63.6	70.4

<sup>a</sup> Total delivery in 2005 amounts to \$118.1 million, including special resources for Africa.

<sup>b</sup> Includes Regular Programme for Technical Cooperation.

<sup>c</sup> Combines all UNDP funds, excluding UNDP-GEF.

<sup>d</sup> Previously reported within other trust funds and UNDP-administered trust funds.

<sup>e</sup> Includes COMFAR funds, projects financed from other United Nations agencies and funds, CFC, co-financed IPS activities and unutilized balances.

<sup>f</sup> Previously reported in other trust funds.

<sup>g</sup> Of which euro-based project expenditures amount to €4.3 million in the UNIDO regular budget, €7.3 million in IDF, €6.2 million in third-party trust funds, €1.1 million in other trust funds and €4.7 million in the EU fund.

<sup>h</sup> Excludes supplementary appropriations and related expenditures for security enhancements. This information will be reported in the financial statements for the period 2004-2005.

**Table 1B**  
**Expenditure 2005, by donor**

	<i>US dollar-based</i> <i>(In US\$ 000)</i>	<i>Euro-based</i> <i>(In € 000)</i>	<i>Total in equivalent</i> <i>US dollars</i> <i>(In US\$ 000)</i>
<b>IDF special purpose</b>			
Austria	562	1,785	2,733
Bahrain	430		430
Belgium	64	159	261
Brazil	4		4
China	114		114
Czech Republic	65		65
Democratic People's Republic of Korea	37		37
Denmark	883		883
Finland	32		32
France	4	678	844
Germany	10		10
Greece		480	599
Guatemala	482		482
Hungary	40	23	68
India	712		712
Indonesia	14		14
Ireland	2		2
Italy	468	3,560	4,876
Japan	1,555		1,555
Luxembourg		47	58
Netherlands	27		27
Norway	18		18
Poland	480		480
Portugal	84		84
Republic of Korea	527		527
Russian Federation	188		188
Slovenia	4		4
Spain	22	226	306
Sweden	32		32
Switzerland	3,942	109	4,072
Turkey	26		26
United Kingdom	175		175
Others	47	222	321
	11,050	7,289	20,039
<b>Self-financed trust funds</b>			
Algeria	-9		-9
Bahrain	100		100
Brazil	65		65
China	32		32
Colombia	108		108
Côte d'Ivoire	-1		-1
Democratic People's Republic of Korea	96		96
Ecuador	185		185
Egypt	61	-4	58
India	1,764		1,764



	<i>US dollar-based (In US\$ 000)</i>	<i>Euro-based (In € 000)</i>	<i>Total in equivalent US dollars (In US\$ 000)</i>
Iran (Islamic Republic of)	197		197
Kenya	-2	5	4
Lebanon	-5		-5
Lithuania	4		4
Mexico	-6		-6
Nigeria	663		663
Pakistan	37		37
Republic of Korea	160		160
Russian Federation	14		14
Saudi Arabia	669		669
Sudan		4	5
Thailand	-1		-1
United Republic of Tanzania	48		48
Others, including non-government	41		41
	4,220	5	4,228
<b>Trust funds convertible</b>			
Austria	124		124
Belgium	111		111
Brazil	1		1
China	57		57
Denmark	230		230
Egypt	21	737	935
Finland	16	641	805
France	-3	732	906
Germany	164		164
India	8		8
Iran (Islamic Republic of)	24		24
Iraq	76		76
Italy	2,183	4,022	7,144
Japan	1,626		1,626
Kenya	-5		-5
Netherlands	380	34	419
Norway	2,619		2,619
Republic of Korea	39		39
Russian Federation	109		109
Spain	75		75
Sweden	111		111
Switzerland	57		57
Turkey	1,722		1,722
United Kingdom	709		709
Others, including non-government	2,214	13	1,230
	11,668	6,179	19,296
<b>Trust funds non-convertible</b>			
China	294		294
Egypt	353		353
Nigeria	214		214
	861		861
<b>EU</b>		4,762	5,803

**Table 2**  
**Technical cooperation programmes: project budget approvals and expenditure, 2002 to 2005**  
(In millions of US dollars)

	2002	2003	2004	2005	2002	2003	2004	2005	2002	2003	2004	2005	2002	2003	2004	2005
	All sources of funds				UNIDO regular budget				UNDP core funds/trust funds <sup>c</sup>				Third party-financed trust funds			
Residual value of projects brought forward	139.2	151.0	146.6	165.0	0.9	1.6	2.7	4.9	30.0	19.5	18.8	5.0	14.9	17.0	23.0	26.7
Value of project budgets approved in the year (net)	93.4	90.2	117.2	128.4	2.3	5.8	7.1	4.3	0.7	2.4	-1.4	-0.2	17.1	18.0	20.8	29.7
Total of approved projects under implementation	232.6	241.2	263.8	293.4	3.2	7.4	9.8	9.2	30.7	21.9	17.4	4.8	32.0	35.0	43.8	56.4
Expenditure	81.6	94.6	98.8	112.9	1.6	4.7	4.9	5.2	3.4	3.1	2.0	1.2	15.0	12.0	17.1	20.2
Residual value of projects carried forward	151.0	146.6	165.0	180.5	1.6	2.7	4.9	4.0	27.3	18.8	15.4	3.6	17.0	23.0	26.7	36.2
	IDF				Montreal Protocol <sup>b</sup>				Self-financed trust funds							
Residual value of projects brought forward	34.0	37.3	33.0	36.3	49.7	49.2	45.2	43.7	3.4	3.7	5.6	6.0				
Value of project budgets approved in the year (net)	21.7	16.9	22.8	26.9	27.3	28.8	31.3	40.0	2.6	7.2	3.9	5.1				
Total of approved projects under implementation	55.7	54.2	55.8	63.2	77.0	78.0	76.5	83.7	6.0	10.9	9.5	11.1				
Expenditure	18.4	21.2	19.5	20.0	27.8	32.8	36.9	34.8	2.3	5.3	3.5	4.2				
Residual value of projects carried forward	37.3	33.0	36.3	43.2	49.2	45.2	39.6	48.9	3.7	5.6	6.0	6.9				
	Global Environment Facility <sup>c</sup>				Other trust funds <sup>d</sup>				EU <sup>e</sup>							
Residual value of projects brought forward	0.0	9.5	5.4	29.4	6.3	13.2	12.3	10.2	0.0	0.0	0.6	2.7				
Value of project budgets approved in the year (net)	0.0	5.8	17.5	4.7	21.7	5.3	10.7	9.7	0.0	0.0	4.5	8.3				
Total of approved projects under implementation	0.0	15.3	22.9	34.1	28.0	18.5	23.0	19.9	0.0	0.0	5.1	11.0				
Expenditure	0.0	9.9	9.9	14.1	13.1	5.6	2.6	7.4	0.0	0.0	2.4	5.8				
Residual value of projects carried forward	0.0	5.4	13.0	20.0	14.9	12.9	20.4	12.5	0.0	0.0	2.7	5.2				

<sup>a</sup> Combines all UNDP funds, excluding UNDP-GEF. Adjusted in 2005 for residual balances brought forward.

<sup>b</sup> Adjusted in 2005 for residual balances of projects brought forward.

<sup>c</sup> Includes all GEF related funds. Further adjusted in 2005 for GEF-related residual balances brought forward from previous UNDP-administered trust funds and from other trust funds.

<sup>d</sup> Includes COMFAR funds, projects financed from other United Nations agencies and funds, co-financed IPS activities, CFC and unutilized balances. Adjusted in 2003 and 2005 for GEF and in 2004 for EU. Also adjusted in 2005 for residual balances brought forward.

<sup>e</sup> Previously reported within other trust funds.

**Table 3A**  
**Technical cooperation activities: project approvals in 2004 and 2005 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 <sup>c</sup> (\$000)	Average value of projects (\$000)	Number of projects	Value of revisions (\$000)	Average value of revisions (\$000)	
<b>2004</b>							
UNIDO regular budget	67	7,057	105	370	-13	-0	7,044
UNDP/core funds <sup>a</sup>	7	1,164	166	273	-2,572	-9	-1,408
UNDP-administered trust funds	0	0	n.a.	2	0	0	0
IDF	117	34,733	297	504	-11,880	-24	22,853
Montreal Protocol	45	33,774	751	858	-2,456	-3	31,318
Self-financed trust funds	18	1,954	109	122	1,922	16	3,876
Third party-financed trust funds	48	14,401	300	278	6,412	23	20,813
Global Environment Facility	8	18,561	2,320	63	-1,075	-17	17,486
Other trust funds <sup>b</sup>	11	10,370	943	97	347	4	10,717
EU	5	5,271	1,054	4	-729	-182	4,542
<b>TOTAL</b>	<b>326</b>	<b>127,285</b>	<b>390</b>	<b>2,571</b>	<b>-10,044</b>	<b>-4</b>	<b>117,241</b>
<b>2005</b>							
UNIDO regular budget	60	4,116	69	320	153	0	4,269
UNDP funds <sup>a</sup>	4	1,134	284	269	-1,336	-5	-202
IDF	104	19,834	191	653	7,173	11	27,007
Montreal Protocol	62	40,316	650	646	-281	-0	40,035
Self-financed trust funds	30	4,231	141	106	788	7	5,019
Third party-financed trust funds	51	17,206	337	280	12,414	44	29,620
Global Environment Facility	4	1,671	418	68	3,047	45	4,718
Other trust funds <sup>b</sup>	9	4,897	544	104	4,853	47	9,750
EU	10	3,580	358	13	4,625	356	8,205
<b>TOTAL</b>	<b>334</b>	<b>96,985</b>	<b>290</b>	<b>2,459</b>	<b>31,436</b>	<b>13</b>	<b>128,421</b>

<sup>a</sup> Includes UNIDO-implemented nationally executed projects. In 2005 combines all UNDP funds, excluding UNDP-GEF.

<sup>b</sup> Includes COMFAR funds, projects financed from other United Nations agencies and funds, CFC and unutilized balances. Excludes GEF and EU funds.

<sup>c</sup> Of which euro-based new projects in 2005 amount to €3.3 million in the UNIDO regular budget, €8.7 million in IDF, €6.6 million in third-party trust funds and €3.0 million in EU funds.

**Table 3B**  
**Technical cooperation activities: value of net project approvals in 2005, by region and source of funds**  
(In thousands of US dollars)

Source of funds	Africa (excluding Arab States)		African Arab States	Asia and the Pacific (excluding Western Asian Arab States)	Western Asian Arab States	Arab regional	Europe and CIS	Latin America and the Caribbean	Global and interregional	Total
	UNIDO regular budget	61	10	1,758	278	44	554	654	910	4,269
UNDP funds <sup>a</sup>	552	-378	-55	-41	-4	-91	-184	-1	-202	
IDF	5,425	1,170	3,420	231	3,114	868	5,001	7,778	27,007	
Montreal Protocol	625	3,529	10,621	608		950	23,583	119	40,035	
Self-financed trust funds	732	139	1,698	1,702		31	-88	805	5,019	
Third party-financed trust funds	5,318	824	7,577	3,579		-45	867	11,500	29,620	
Global Environment Facility	3,626		75			44	973		4,718	
Other trust funds <sup>b</sup>	2,707	136	954	5,899			68	-14	9,750	
EU	3,586		4,078	1		521		19	8,205	
<b>TOTAL</b>	<b>22,632</b>	<b>5,430</b>	<b>30,126</b>	<b>12,257</b>	<b>3,154</b>	<b>2,832</b>	<b>30,874</b>	<b>21,116</b>	<b>128,421</b>	
Total Africa	28,062									
Total Arab States	20,841									

<sup>a</sup> Combines all UNDP funds, excluding UNDP-GEF.

<sup>b</sup> Combines COMFAR funds, projects financed from other United Nations agencies and funds and CFC.

**Table 4**  
**Expenditure on technical cooperation activities in 2004 and 2005, by source of funds and project component**

Source of funds	Project personnel							Total \$000
	Number of experts' work-months <sup>a</sup>	\$000	Subcontracts \$000	Fellowships and training \$000	Equipment \$000	Miscellaneous expenses \$000		
<b>2004</b>								
UNIDO regular budget	109.0	2,171	1,108	527	934	200	4,940	
UNDP/core funds <sup>b</sup>	35.0	1,207	60	259	205	74	1,805	
UNDP-administered trust funds	2.0	132	0	42	12	9	195	
IDF	411.0	13,440	1,259	1,461	2,122	1,231	19,513	
Montreal Protocol	42.0	1,914	23,213	448	10,830	488	36,893	
Self-financed trust funds	66.0	2,211	83	254	663	271	3,482	
Third party-financed trust funds	337.0	10,271	2,504	2,142	1,567	582	17,066	
Global Environment Facility	84.3	2,315	5,259	226	1,899	239	9,938	
Other trust funds <sup>c</sup>	24.0	705	1,530	247	69	72	2,623	
EU	89.0	1,583	25	93	536	111	2,348	
<b>TOTAL</b>	<b>1,199.3</b>	<b>35,949</b>	<b>35,041</b>	<b>5,699</b>	<b>18,837</b>	<b>3,277</b>	<b>98,803</b>	
<b>2005</b>								
UNIDO regular budget	177.0	2,963	984	508	577	192	5,224	
UNDP funds <sup>b</sup>	30.0	791	41	61	244	48	1,185	
IDF	333.0	13,031	1,468	1,519	3,016	1,005	20,039	
Montreal Protocol	44.0	1,907	18,037	573	13,874	413	34,804	
Self-financed trust funds	108.0	2,097	318	162	1,438	213	4,228	
Third party-financed trust funds	454.0	11,741	3,330	1,781	2,395	909	20,156	
Global Environment Facility	222.0	3,898	6,624	1,999	1,102	490	14,113	
Other trust funds <sup>c</sup>	66.0	1,349	2,885	544	2,380	201	7,359	
EU	122.0	2,806	79	769	1,605	544	5,803	
<b>TOTAL</b>	<b>1,556.0</b>	<b>40,583</b>	<b>33,766</b>	<b>7,916</b>	<b>26,631</b>	<b>4,015</b>	<b>112,911</b>	

<sup>a</sup> International experts' and consultants' work-months: 1,556.0.

<sup>b</sup> Includes UNIDO-implemented nationally executed projects. In 2005 combines all UNDP funds, excluding UNDP-GEF.

<sup>c</sup> Includes UNODC, COMFAR funds, projects financed from other United Nations agencies and funds, CFC, co-financed IPS activities and unutilized balances. Excludes EU funds.

**Table 5**  
**Expenditure on technical cooperation activities in 2005, by service module and geographical area**  
(In thousands of US dollars)

New service modules	Africa (excluding Arab States)		Asia and the Pacific (excluding Western Asian Arab States)				Latin America and the Caribbean			Global and interregional	Total
	African Arab States	African Arab States	Western Asian Arab States	Western Asian Arab States	Arab regional	Europe and NIS	America and the Caribbean	Global and interregional			
Industrial governance and statistics (SM1)	697	100	228	393	24	230	971	2,643			
Investment and technology promotion (SM2)	1,096	482	907	936	293	254	13,400	17,807			
Industrial competitiveness and trade (SM3)	5,309	1,541	2,960	169	33	1,334	97	11,443			
Private sector development (SM4)	1,790	666	2,423	243	294	770	1,147	7,333			
Agro-industries (SM5)	4,005	1,020	1,426	3,887	21	187	-5	10,541			
Sustainable energy and climate change (SM6)	1,231		4,854	-5	51	344	1,843	8,318			
Montreal Protocol (SM7)	686	4,112	15,069	1,012	2,611	12,483	98	36,071			
Environmental management (SM8)	7,187	486	5,396	751	4	2,016	1,618	18,304			
Other		5	31	67	4	148	196	451			
<b>TOTAL</b>	<b>22,001</b>	<b>8,412</b>	<b>33,294</b>	<b>7,453</b>	<b>443</b>	<b>17,766</b>	<b>19,365</b>	<b>112,911</b>			
Total Africa	30,413										
Total Arab States	16,308										

**Table 6**  
**Expenditure on technical cooperation activities, by geographical area, 2002 to 2005**  
(In thousands of US dollars)

Area	2002	2003	2004	2005
Africa (excluding African Arab States)				
Country projects	11,274	13,832	10,792	9,962
Regional projects	2,210	6,582	4,293	12,039
Subtotal	13,484	20,414	15,085	22,001
African Arab States	4,924	5,142	7,595	8,412
Asia and the Pacific (excluding Western Asian Arab States)				
Country projects	32,287	27,861	29,774	31,899
Regional projects	382	663	1,014	1,395
Subtotal	32,669	28,524	30,788	33,294
Western Asian Arab States	3,690	2,702	2,539	7,453
Arab regional	2	571	843	443
Europe and NIS				
Country projects	5,183	5,662	3,960	3,848
Regional projects	1,091	1,154	472	329
Subtotal	6,274	6,816	4,432	4,177
Latin America and the Caribbean				
Country projects	7,848	14,753	17,933	16,978
Regional projects	522	1,064	526	788
Subtotal	8,370	15,817	18,459	17,766
Global and interregional projects	12,201	14,637	19,062	19,365
<b>TOTAL</b>	<b>81,614</b>	<b>94,623</b>	<b>98,803</b>	<b>112,911</b>

**Table 7**  
**Technical cooperation activities: project expenditure in 2005, by geographical area**  
(In thousands of US dollars)

	Africa (excluding African Arab States)		Asia and the Pacific (excluding Western Asian Arab States)		Western Asian Arab States		Arab regional		Europe and NIS		Latin America and the Caribbean		Global and interregional		Total	
	%		%		%		%		%		%		%			
	A. By source of funds															
UNIDO regular budget	4.8	11	0.1	1,194	3.6	167	2.2	10	2.3	548	13.1	601	3.4	1,630	8.4	5,224
UNDP funds <sup>a</sup>	3.9	149	1.8	111	0.3	62	0.8	0	0.0	0	0.0	0	0.0	0	0.0	1,185
IDF	14.3	1,133	13.5	3,545	10.6	233	3.1	413	93.2	529	12.7	3,549	20.0	7,500	38.7	20,039
Montreal Protocol	3.1	4,121	49.0	14,032	42.1	1,012	13.6	0	0.0	2,449	58.6	12,407	69.8	98	0.5	34,804
Self-financed trust funds	3.3	55	0.7	1,494	4.5	763	10.2	20	4.5	18	0.4	284	1.6	859	4.4	4,228
Third party-financed trust funds	16.7	2,682	31.9	6,046	18.2	774	10.4	0	0.0	209	5.0	267	1.5	6,501	33.6	20,156
Global Environment Facility	27.6	164	1.9	5,725	17.2	0	0.0	0	0.0	384	9.2	376	2.1	1,399	7.2	14,113
Other trust funds <sup>b</sup>	4.3	97	1.2	347	1.0	4,312	57.9	0	0.0	0	0.0	282	1.6	1,378	7.1	7,359
EU	22.0	0	0.0	800	2.4	130	1.7	0	0.0	40	1.0	0	0.0	0	0.0	5,803
TOTAL	22,001	8,412		33,294		7,453		443		4,177		17,766		19,365		112,911
Total Africa	30,413															
Total Arab States	16,308															
	B. By project component															
Project personnel	43.7	2,879	34.2	7,941	23.9	2,377	31.9	407	91.9	1,060	25.4	3,608	20.3	12,686	65.5	40,583
Subcontracts	13.9	2,212	26.3	13,124	39.4	1,613	21.6	0	0.0	1,080	25.9	9,483	55.4	2,835	14.6	33,766
Fellowships and training	16.2	363	4.3	1,650	5.0	526	7.1	12	2.7	164	3.9	428	2.4	1,211	6.3	7,916
Equipment	19.1	2,625	31.2	9,985	30.0	2,690	36.1	13	2.9	1,796	43.0	3,582	20.2	1,732	8.9	26,631
Miscellaneous	7.0	333	4.0	594	1.8	247	3.3	11	2.5	77	1.8	305	1.7	901	4.7	4,015
TOTAL	22,001	8,412		33,294		7,453		443		4,177		17,766		19,365		112,911

<sup>a</sup> Combines all UNDP funds, excluding UNDP-GEF.

<sup>b</sup> Includes COMFAR funds, projects financed from other United Nations agencies and funds, CFC, co-financed IPS activities and unutilized balances.



**Table 8**  
**Regular and operational budget expenditure by programme**  
**and object of expenditure in 2005**  
(In thousands of euros)

<i>Programme</i>	<i>Staff costs</i>	<i>Consultants</i>	<i>Meetings</i>	<i>Travel</i>	<i>Regular Programme of TC<sup>a</sup></i>	<i>Other</i>	<i>Total</i>
<b>Expenditure</b>							
<b>A GOVERNING BODIES</b>							
A.1 Meetings of Governing Bodies	83.1	0.0	0.0	0.0	0.0	2,081.2	2,164.3
A.2 Secretariat of Governing Bodies and External Relations	612.7	33.0	0.0	0.0	0.0	120.3	766.0
Subtotal	695.8	33.0	0.0	0.0	0.0	2,201.5	2,930.3
<b>B GENERAL MANAGEMENT</b>							
B.1 Executive Direction and Management	2,355.1	186.0	47.1	246.8	0.0	158.7	2,993.7
B.2 United Nations System Coordination	1,131.1	0.0	0.0	49.4	0.0	221.4	1,401.9
B.3 Communication and Information	303.9	3.3	0.0	0.0	0.0	265.5	572.7
B.4 Comptroller General	1,451.9	41.8	0.0	14.5	0.0	7.4	1,515.6
Subtotal	5,242.0	231.1	47.1	310.7	0.0	653.0	6,483.9
<b>C STRENGTHENING OF INDUSTRIAL CAPACITIES</b>							
C.1 Industrial Governance and Statistics	3,060.0	286.4	90.0	58.4	111.9	220.8	3,827.5
C.2 Investment and Technology Promotion	2,512.4	107.7	92.7	58.1	718.3	594.7	4,083.9
C.3 Quality and Productivity	1,031.9	23.3	16.0	31.5	513.1	551.1	2,166.9
C.4 Small Business Development	2,431.5	59.2	26.3	28.4	1,175.9	1,184.7	4,906.0
C.5 Direction and Management	912.8	10.2	16.4	15.1	0.0	11.2	965.7
Subtotal	9,948.6	486.8	241.4	191.5	2,519.2	2,562.5	15,950.0
<b>D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT</b>							
D.1 Agro-industries	2,307.9	72.9	79.6	44.1	790.7	201.0	3,496.2
D.2 Industrial Energy and Kyoto Protocol	2,907.1	71.7	83.9	83.9	709.0	78.6	3,934.2
D.3 Montreal Protocol	2,473.0	90.8	0.0	96.2	0.0	391.1	3,051.1
D.4 Environmental Management	2,106.7	162.7	219.7	60.8	325.0	222.9	3,097.8
D.5 Direction and Management	302.6	0.0	0.0	16.2	0.0	0.3	319.1
Subtotal	10,097.3	398.1	383.2	301.2	1,824.7	893.9	13,898.4
<b>E REGIONAL PROGRAMME MANAGEMENT</b>							
E.1 Regional Bureaux	3,519.8	101.3	99.6	83.4	0.0	22.6	3,826.7
E.2 Field Offices	6,039.8	42.0	0.0	61.4	0.0	2,803.2	8,946.4
E.3 Funds Mobilization	606.4	0.0	5.5	22.3	0.0	0.0	634.2
E.4 Direction and Management	1,915.2	31.6	0.0	182.3	0.0	42.6	2,171.7

Programme		Staff costs	Consultants	Meetings	Travel	Regular Programme		Total
						of TC <sup>a</sup>	Other	
	Subtotal	12,081.2	174.9	105.1	349.4	0.0	2,868.4	15,579.0
F	ADMINISTRATION							
F.1	Human Resource Management	2,958.9	13.4	0.0	16.8	0.0	16.5	3,005.6
F.2	Financial Services	2,982.5	0.0	0.0	6.3	0.0	8.5	2,997.3
F.3	General Services	2,302.7	0.0	0.0	0.0	0.0	825.5	3,128.2
F.4	Legal Services	438.4	59.0	0.0	2.3	0.0	0.0	499.7
F.5	Information Networks and Knowledge Management	1,607.3	0.0	0.0	0.0	0.0	2,661.4	4,268.7
F.6	Direction and Management	596.2	31.1	0.0	19.6	0.0	5.3	652.2
	Subtotal	10,886.0	103.5	0.0	45.0	0.0	3,517.2	14,551.7
H.1	Indirect Costs <sup>b</sup>	2,003.9	0.0	0.0	0.0	0.0	6,335.0	8,338.9
	TOTAL expenditure				1,197.			
		50,954.8	1,427.4	776.8	8	4,343.9	19,031.5	77,732.2
	Income							
E	REGIONAL PROGRAMME MANAGEMENT							
E.2	Field Offices	0.0	0.0	0.0	0.0	0.0	371.4	371.4
	Miscellaneous income	0.0	0.0	0.0	0.0	0.0	2,634.6	2,634.6
	TOTAL income	0.0	0.0	0.0	0.0	0.0	3,006.0	3,006.0
	NET GRAND TOTAL				1,197.			
		50,954.8	1,427.4	776.8	8	4,343.9	16,025.5	74,726.2

## BUILDINGS MANAGEMENT

## Expenditure

## G BUILDINGS MANAGEMENT

G.1	Common Buildings Management	6,148.5	56.6	0.0	1.6	0.0	16,792.7	22,999.4
G.2	Joint Buildings Management	156.9	0.0	0.0	0.0	0.0	595.2	752.1
	Total expenditures	6,305.4	56.6	0.0	1.6	0.0	17,387.9	23,751.5

Total costs of Buildings Management Services are cost-shared between all users and the above expenditures are being fully recovered. UNIDO's net share is included under programme H above.

Regular budget data excludes supplementary appropriations and related expenditures for security enhancements. This information will be reported in the financial statements for the period 2004-2005.

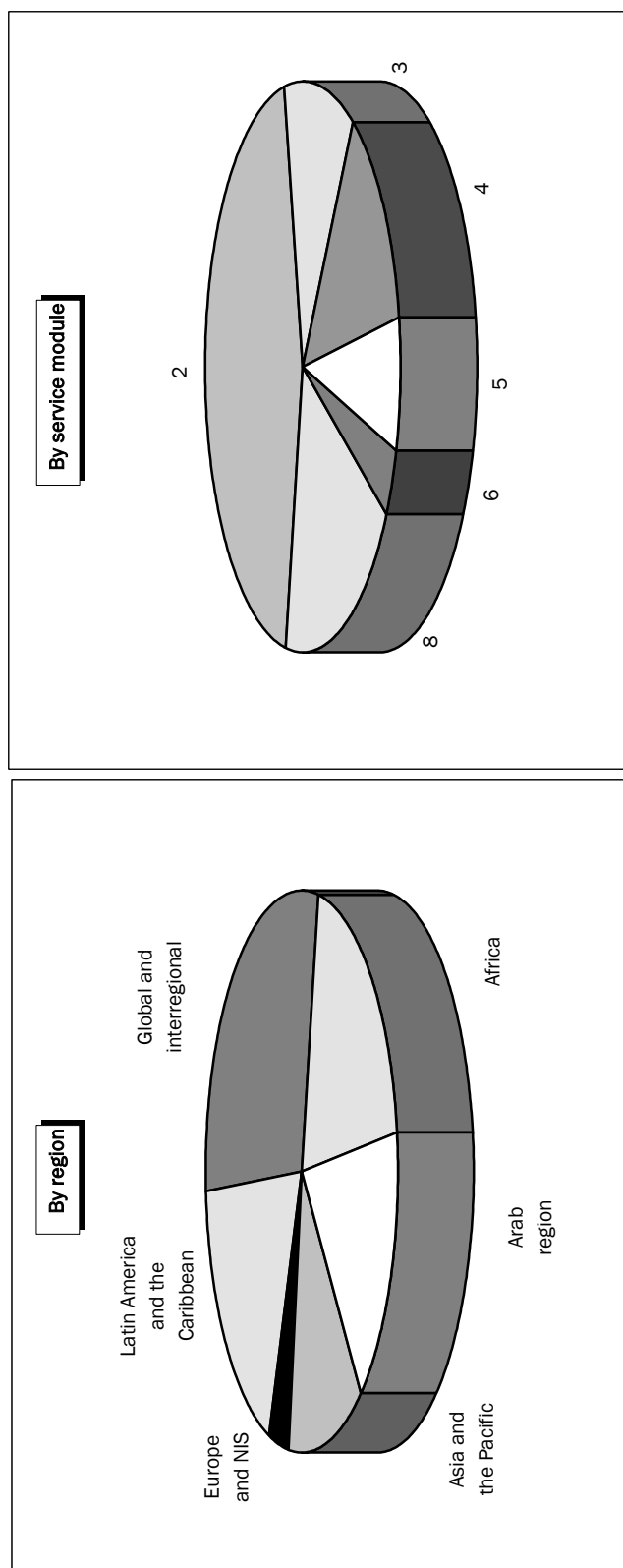
<sup>a</sup> Represents the full 2005 appropriations which have been transferred to the special account for RPTC.

<sup>b</sup> As of 1 January 2004, the after-service health insurance (ASHI) is recorded under programme H.1—Indirect Costs. Prior to that date, these costs were distributed to the relevant programmes.

## Appendix B

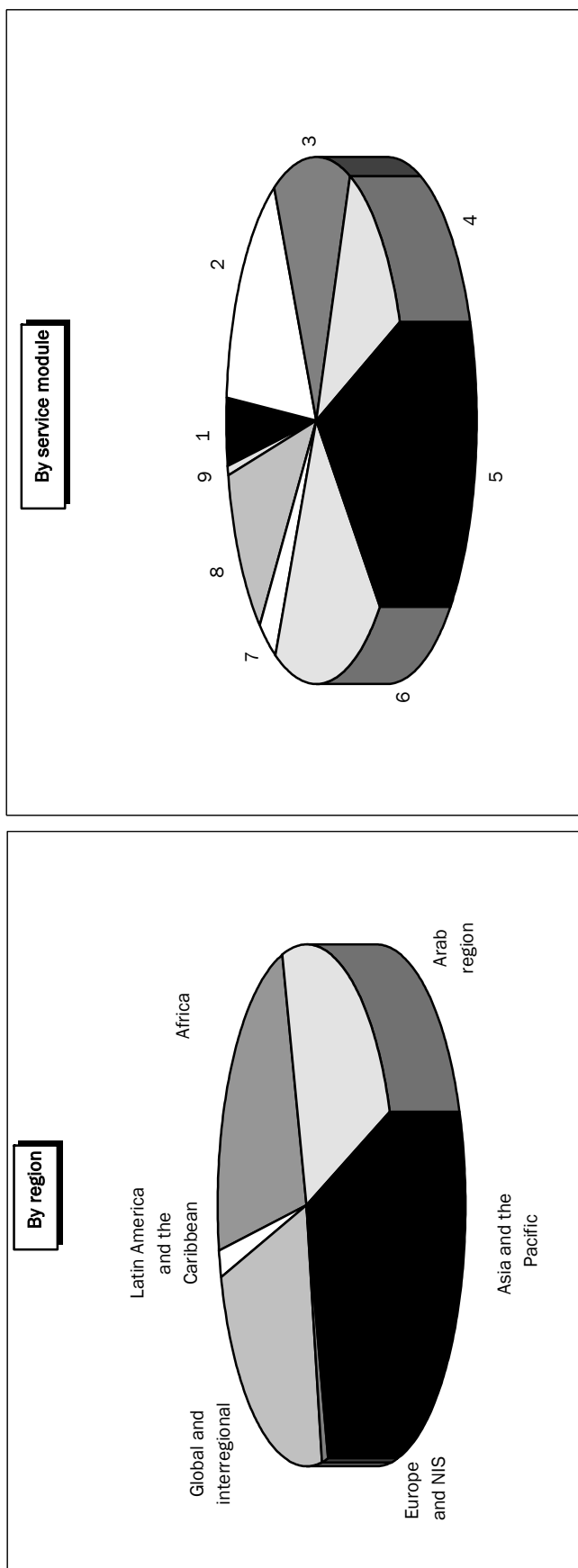
### PROJECT APPROVALS UNDER VOLUNTARY CONTRIBUTIONS

#### B.1 Industrial development fund: net approvals in 2005 (Excluding programme support costs)



Region	US\$	Percentage	UNIDO Service Module	US\$	Percentage
Africa	5,424,341	20.1	1 Industrial governance and statistics	(14,738)	(0.1)
Arab region	4,514,849	16.7	2 Investment and technology promotion	11,946,317	44.2
Asia and the Pacific	3,420,119	12.7	3 Industrial competitiveness and trade	3,162,418	11.7
Europe and NIS	868,385	3.2	4 Private sector development	3,656,209	13.5
Latin America and the Caribbean	5,001,486	18.5	5 Agro-industries	2,033,902	7.5
Global and interregional	7,777,590	28.8	6 Sustainable energy and climate change	1,058,632	3.9
			7 Montreal Protocol	(13,040)	(0.0)
			8 Environmental management	5,176,414	19.2
			9 Not related to the above service modules	656	0.0
<b>Total</b>	<b>27,006,770</b>	<b>100.0</b>	<b>Total</b>	<b>27,006,770</b>	<b>100.0</b>

### B.2 Trust funds: net approvals in 2005<sup>a</sup> (Excluding programme support costs)



Region	US\$	Percentage	UNIDO Service Module	US\$	Percentage
Africa	12,342,796	23.5	1 Industrial governance and statistics	2,177,049	4.1
Arab region	12,280,203	23.3	2 Investment and technology promotion	8,285,467	15.8
Asia and the Pacific	14,305,582	27.2	3 Industrial competitiveness and trade	7,294,047	13.9
Europe and NIS	507,042	1.0	4 Private sector development	6,762,171	12.9
Latin America and the Caribbean	847,411	1.6	5 Agro-industries	9,743,945	18.5
Global and interregional	12,310,395	23.4	6 Sustainable energy and climate change	10,574,553	20.1
			7 Montreal Protocol	1,732,096	3.3
			8 Environmental management	5,680,176	10.8
			9 Not related to the above service modules	343,925	0.7
<b>Total<sup>b</sup></b>	<b>52,593,429</b>	<b>100.0</b>	<b>Total</b>	<b>52,593,429</b>	<b>100.0</b>

<sup>a</sup> Includes projects financed from the Common Fund for Commodities, European Union, UNFIP, self-financed and third-party trust fund contributions.

<sup>b</sup> Includes Associate Expert/JPO programme (\$923,259).

## APPENDIX C

### STATUS OF INTEGRATED PROGRAMMES AND COUNTRY SERVICE FRAMEWORKS

As of 31 December 2005  
(In US\$ including support costs)

<i>Region</i>	<i>Planning figures</i>	<i>Funds allocated</i>	<i>Open for funding</i>	
AFRICA	Burkina Faso phase 2	4,542,487	1,225,778	3,316,709
	Burundi	4,588,139	762,008	3,826,131
	Cameroon	6,605,415	565,390	6,040,025
	Eritrea	7,594,730	2,470,469	5,124,261
	Ethiopia phase 2	11,092,864	4,195,881	6,896,983
	Ghana phase 2	4,854,220	3,500,485	1,353,735
	Guinea	3,359,603	3,098,880	260,723
	Kenya	4,536,385	1,670,550	2,865,835
	Madagascar phase 2	3,830,700	792,034	3,038,666
	Mali phase 2	4,596,840	523,027	4,073,813
	Mozambique phase 2	4,697,618	3,309,222	1,388,396
	Namibia	1,953,770	159,889	1,793,881
	Niger	2,188,810	316,739	1,872,071
	Nigeria phase 2	20,770,232	1,400,153	19,370,079
	Rwanda	5,571,917	2,861,946	2,709,971
	Senegal phase 2	11,187,000	2,471,624	8,715,376
	Sierra Leone	5,815,771	591,511	5,224,260
	South Africa	5,277,100	2,621,003	2,656,097
	Uganda phase 2	8,953,894	7,144,418	1,809,476
United Republic of Tanzania phase 2	8,435,563	5,753,815	2,681,748	
Subtotal	130,453,058	45,434,822	85,018,236	
AFRICAN ARAB	Algeria	11,442,000	4,753,602	6,688,398
	Djibouti	2,869,070	486,507	2,382,563
	Egypt	13,040,338	10,966,115	2,074,223
	Morocco	10,550,608	9,505,034	1,045,574
	Sudan	5,813,850	2,698,460	3,115,390
	Tunisia	7,558,510	4,848,624	2,709,886
Subtotal	51,274,376	33,258,342	18,016,034	
ASIA AND THE PACIFIC	Afghanistan	8,157,345	1,630,785	6,526,560
	Bangladesh	18,503,524	4,835,616	13,667,908
	China*	31,640,000	32,983,151	-1,343,151
	Democratic People's Republic of Korea	1,371,820	516,941	854,879
	India*	13,334,000	12,244,934	1,089,066
	Indonesia phase 2	9,831,000	761,341	9,069,659

<i>Region</i>	<i>Planning figures</i>	<i>Funds allocated</i>	<i>Open for funding</i>
Iran (Islamic Republic of)	3,517,461	1,886,869	1,630,592
Lao People's Democratic Republic phase 2	6,434,819	1,460,297	4,974,522
Pakistan	5,142,485	2,753,753	2,388,732
Philippines	8,701,000	786,140	7,914,860
Sri Lanka phase 2	9,393,690	189,545	9,204,145
Viet Nam	11,707,026	11,656,719	50,307
Subtotal	127,734,170	71,706,091	56,028,079
<b>EUROPE AND NIS</b>			
Russian Federation	17,505,028	2,754,490	14,750,538
Subtotal	17,505,028	2,754,490	14,750,538
<b>LATIN AMERICA AND THE CARIBBEAN</b>			
Colombia	1,797,830	2,053,206	-255,376
Cuba phase 2	4,916,630	2,628,067	2,288,563
Ecuador	6,235,623	1,607,308	4,628,315
Guatemala	12,870,371	6,290,616	6,579,755
Subtotal	25,820,454	12,579,197	13,241,257
<b>WEST ASIAN ARAB</b>			
Jordan	3,312,878	2,396,298	916,580
Lebanon	6,735,365	2,110,707	4,624,658
Palestine	7,996,150	4,633,408	3,362,742
Saudi Arabia	2,178,640	2,437,128	-258,488
Syrian Arab Republic	3,932,683	662,370	3,270,313
Yemen	5,994,368	249,670	5,744,698
Subtotal	30,150,084	12,489,581	17,660,503
<b>GRAND TOTAL</b>	<b>382,937,170</b>	<b>178,222,523</b>	<b>204,714,647</b>

\* Adjusted to country service frameworks.

## APPENDIX D

### TECHNICAL ASSISTANCE TO THE LEAST DEVELOPED COUNTRIES

**Table 1**  
**Delivery, by country and source of funds, 2005<sup>a</sup>**  
(In US dollars)

Region/country	UNDP-			Third party-			Total
	Regular budget	UNDP/ core funds	administered trust funds	Montreal Protocol	Self-financed trust funds	financed trust funds	
<b>Africa</b>							
Angola	(5,623)	0	0	0	0	133,431	0
Benin	0	0	0	0	0	0	0
Burkina Faso	51,805	0	0	0	0	0	0
Burundi	0	0	0	2,022	0	0	71,718
Cape Verde	0	0	0	0	0	0	0
Central African Republic	0	0	0	0	0	0	4,954
Chad	0	(5,760)	0	0	0	0	109,355
Comoros	0	0	0	0	0	0	0
Democratic Republic of the Congo	0	0	0	155	0	0	0
Equatorial Guinea	0	0	0	0	0	0	0
Eritrea	(4,302)	46,881	0	0	0	171	0
Ethiopia	19,698	0	0	12,336	0	566,300	104,756
Gambia	0	0	0	0	0	0	0
Guinea	7,752	0	0	0	0	82,770	0
Guinea-Bissau	0	0	0	0	0	0	0
Lesotho	0	(131,206)	0	0	0	0	19,287
Liberia	0	0	0	0	0	0	63,461
Madagascar	(3,288)	204,168	0	2,050	0	(10,007)	0
Malawi	0	25,521	0	0	0	226,864	84,085
Mali	29,097	0	0	0	0	0	0
Mauritania	0	0	0	0	0	5,301	0

Region/country	UNDP-			Third party-			Total	
	Regular budget	UNDP/ core funds	administered trust funds	Montreal Protocol	Self-financed trust funds	financed trust funds		Other sources <sup>c</sup>
Mozambique	97,238	271,798	0	79,776	0	279,817	0	728,629
Niger	0	0	0	40,102	0	0	28,974	69,075
Rwanda	210,178	0	0	1,542	0	616	53,574	265,910
Sao Tome and Principe	0	0	0	0	0	0	57,481	57,481
Senegal	20,340	223,786	0	278,214	0	451,773	0	974,112
Sierra Leone	41,648	0	0	63,321	0	0	0	104,969
Togo	0	0	0	0	0	0	10,100	10,100
Uganda	105	0	0	284,763	16,180	707,616	0	1,008,664
United Republic of Tanzania	(120)	997	0	174,786	47,619	187,858	13,094	424,235
Zambia	24,599	0	0	0	3,566	0	15,694	43,860
Subtotal	489,128	636,185	0	1,864,135	47,619	2,632,510	636,533	6,342,420
<b>Asia and the Pacific</b>								
Afghanistan	75,522	0	0	(8,991)	0	399,340	0	756,700
Bangladesh	(1,049)	0	0	0	0	130,668	0	129,619
Bhutan	0	0	0	0	0	0	0	0
Cambodia	0	0	0	304,071	0	50,751	0	354,822
Kiribati	0	0	0	0	0	0	0	0
Lao People's Democratic Republic	47,118	0	0	282,746	0	0	28,789	358,652
Maldives	0	0	0	61,621	0	2,230	0	63,851
Myanmar	0	0	0	0	4,094	0	0	4,094
Nepal	0	0	0	0	0	814	46,435	47,249
Samoa	0	0	0	0	0	0	0	0
Solomon Islands	66,711	0	0	0	0	0	0	66,711
Timor-Leste	188,942	0	0	83,999	0	114,910	0	387,851
Tuvalu	0	0	0	0	0	0	0	0
Vanuatu	0	0	0	0	0	0	0	0
Subtotal	377,244	0	0	723,445	4,094	698,712	75,224	2,169,548



Region/country	Regular budget	UNDP-			IDF <sup>b</sup>	Montreal Protocol	Third party-		Total
		UNDP/ core funds	administered trust funds	Self-financed trust funds			financed trust funds	Other sources <sup>c</sup>	
<b>Latin America and the Caribbean</b>									
Haiti	57,083	0	0	0	0	0	0	0	57,083
Subtotal	57,083	0	0	0	0	0	0	0	57,083
<b>African Arab States</b>									
Djibouti	486	0	0	26,713	0	0	0	74,511	101,711
Somalia	0	0	0	0	0	0	0	0	0
Sudan	0	0	0	0	97,718	5,136	405,607	0	605,338
Subtotal	486	0	0	26,713	97,718	5,136	405,607	74,511	707,048
<b>West Asian Arab States</b>									
Yemen	67,133	0	0	0	20,227	0	0	0	87,360
Subtotal	67,133	0	0	0	20,227	0	0	0	87,360
TOTAL	991,075	636,185	0	2,614,293	158,350	52,755	3,736,828	786,268	9,363,459

<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, 2005<sup>a</sup>**  
 (In US dollars)

Region/country	Regular budget	UNDP-			IDF <sup>b</sup>	Montreal Protocol	Third party-		Total
		UNDP/core funds	administered trust funds	Self-financed trust funds			financed trust funds	Other sources <sup>c</sup>	
<b>Africa</b>									
Angola	0	0	0	0	0	0	0	0	0
Benin	0	0	0	0	0	0	0	0	0
Burkina Faso	0	0	0	0	0	0	0	0	0
Burundi	0	0	0	119,573	2,042	0	0	0	121,615
Cape Verde	0	0	0	0	0	0	0	0	0
Central African Republic	0	0	0	0	0	0	0	0	0
Chad	0	0	0	0	0	0	0	0	0
Comoros	0	0	0	0	0	0	0	0	0
Democratic Republic of the Congo	0	0	0	0	155	0	0	0	155
Equatorial Guinea	0	0	0	0	0	0	0	0	0
Eritrea	0	0	0	132,457	0	0	0	0	132,457
Ethiopia	0	0	0	301,393	12,424	0	732,270	0	1,046,088
Gambia	0	0	0	0	0	0	0	0	0
Guinea	0	0	0	0	0	0	303,875	0	303,875
Guinea-Bissau	0	0	0	0	0	0	0	0	0
Lesotho	0	0	0	0	0	0	0	0	0
Liberia	0	0	0	0	0	0	0	0	0
Madagascar	0	426,750	0	161,726	40,000	0	0	0	628,476
Malawi	0	150,000	0	0	0	0	275,250	0	425,250
Mali	0	0	0	0	0	0	0	0	0
Mauritania	0	0	0	0	0	0	0	0	0
Mozambique	0	0	0	0	0	0	21,740	0	21,740
Niger	0	0	0	0	0	0	0	0	0
Rwanda	223,213	0	0	0	0	0	0	0	223,213

Region/country	UNDP-				Third party-			Total	
	Regular budget	UNDP/core funds	administered trust funds	IDF <sup>b</sup>	Montreal Protocol	Self-financed trust funds	financed trust funds		Other sources <sup>c</sup>
Sao Tome and Principe	0	0	0	0	0	0	0	0	
Senegal	0	0	0	274,837	0	0	510,610	0	
Sierra Leone	0	0	0	0	0	0	0	0	
Togo	0	0	0	0	0	0	0	0	
Uganda	0	0	0	227,638	0	0	484,391	0	
United Republic of Tanzania	0	0	0	25,000	0	47,619	0	0	
Zambia	0	0	0	0	3,578	0	0	0	
Subtotal	223,213	576,750	0	1,242,625	58,199	47,619	2,328,136	0	
<b>Asia and the Pacific</b>									
Afghanistan	104,641	0	0	38,000	0	0	0	0	
Bangladesh	0	0	0	0	0	0	1,038,400	0	
Bhutan	0	0	0	0	0	0	0	0	
Cambodia	0	0	0	0	0	0	0	0	
Kiribati	0	0	0	0	0	0	0	0	
Lao People's Democratic Republic	16,226	0	0	0	0	0	0	0	
Maldives	0	0	0	133,400	0	0	133,400	0	
Myanmar	0	0	0	0	80,000	0	0	0	
Nepal	0	0	0	0	0	0	0	0	
Samoa	0	0	0	0	0	0	0	0	
Solomon Islands	70,997	0	0	0	0	0	0	0	
Timor-Leste	0	0	0	0	0	0	0	0	
Tuvalu	0	0	0	0	0	0	0	0	
Vanuatu	0	0	0	0	0	0	0	0	
Subtotal	191,864	0	0	171,400	80,000	0	1,171,800	0	
								0	1,615,064

Region/country	UNDP-				Third party-		Total		
	Regular budget	UNDP/core funds	administered trust funds	IDF <sup>b</sup>	Montreal Protocol	Self-financed trust funds		financed trust funds	Other sources <sup>c</sup>
<b>Latin America and the Caribbean</b>									
Haiti	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0
<b>African Arab States</b>									
Djibouti	0	0	0	0	0	0	0	0	0
Somalia	0	0	0	0	0	0	0	0	0
Sudan	0	0	0	0	0	14,765	68,603	0	83,368
Subtotal	0	0	0	0	0	14,765	68,603	0	83,368
<b>West Asian Arab States</b>									
Yemen	147,624	0	0	0	44,992	0	0	0	192,616
Subtotal	147,624	0	0	0	44,992	0	0	0	192,616
TOTAL	562,702	576,750	0	1,414,025	183,191	62,384	3,568,539	0	6,367,591

<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, 2005<sup>a</sup>**  
 (in US dollars)

Region/country	Regular budget	UNDP-			IDF <sup>b</sup>	Montreal Protocol	Self-financed trust funds	Third party-		Total
		UNDP/core funds	administered trust funds	UNDP-				financed trust funds	Other sources <sup>c</sup>	
<b>Africa</b>										
Angola	(12,758)	0	0	0	0	0	0	0	0	(12,758)
Benin	0	(5,076)	0	0	0	0	0	0	0	(5,076)
Burkina Faso	7,303	0	0	(4,929)	0	0	-1	0	0	2,373
Burundi	0	0	0	(54,316)	35,000	0	0	0	0	(19,316)
Cape Verde	0	0	0	0	0	0	0	0	0	0
Central African Republic	0	0	0	0	0	0	0	0	0	0
Chad	0	0	0	0	0	0	0	0	0	0
Comoros	0	0	0	0	0	0	0	0	0	0
Democratic Republic of the Congo	0	0	0	0	30,000	0	0	0	0	30,000
Equatorial Guinea	0	0	0	0	0	0	0	0	0	0
Eritrea	(1,497)	26,600	0	(120)	0	0	0	0	0	24,983
Ethiopia	(61,948)	(20,980)	0	861,970	40,000	0	532,460	0	0	1,351,502
Gambia	0	0	0	0	0	0	0	0	0	0
Guinea	4,803	(1)	0	(7,469)	0	0	995,065	0	0	992,398
Guinea-Bissau	0	0	0	0	0	0	0	0	0	0
Lesotho	0	(1,434)	0	0	0	0	0	0	0	(1,434)
Liberia	0	0	0	0	0	0	0	0	0	0
Madagascar	(3,274)	322,362	0	48,710	40,000	0	0	0	0	407,798
Malawi	0	34,378	0	(3,340)	0	0	1,055,915	0	0	1,086,954
Mali	4,376	0	0	(51,749)	0	0	0	0	0	(47,373)
Mauritania	0	(9,908)	0	0	0	0	0	0	0	(9,908)
Mozambique	(25,032)	391,624	0	1,971,500	0	0	369,386	0	0	2,707,478
Niger	0	0	0	0	0	0	0	0	0	0
Rwanda	241,636	0	0	(10)	0	0	0	0	0	241,626

Region/country	UNDP-				Third party-			Total
	Regular budget	UNDP/core funds	administered trust funds	IDF <sup>b</sup>	Montreal Protocol	Self-financed trust funds	financed trust funds	
Sao Tome and Principe	0	0	0	0	0	0	0	0
Senegal	1,043	(51,994)	0	19,018	0	0	454,617	(18,000)
Sierra Leone	10,289	0	0	0	0	0	0	0
Togo	0	0	0	0	0	0	0	0
Uganda	(2,102)	(17,093)	0	277,653	0	0	1,032,372	0
United Republic of Tanzania	(2,087)	(75,182)	0	1,752,553	0	47,619	184,537	185,738
Zambia	(3,781)	(173,633)	0	0	40,000	0	0	0
Subtotal	156,971	419,664	0	4,809,471	185,000	47,619	4,624,352	167,738
								10,410,815
<b>Asia and the Pacific</b>								
Afghanistan	219,274	0	0	(1,869)	0	0	(229,903)	673,651
Bangladesh	126	0	0	0	0	0	1,423,000	3,040,882
Bhutan	0	(12,165)	0	0	0	0	0	0
Cambodia	(1,141)	0	0	0	30,000	0	0	0
Kiribati	0	(1)	0	0	0	0	0	0
Lao People's Democratic Republic	248,796	0	0	(25,457)	0	0	0	(18,750)
Maldives	0	0	0	133,400	0	0	133,400	0
Myanmar	0	0	0	0	80,000	0	0	0
Nepal	0	0	0	(1,937)	0	0	0	0
Samoa	0	0	0	0	0	0	0	0
Solomon Islands	75,188	0	0	0	0	0	0	0
Timor-Leste	8,721	0	0	0	0	0	0	0
Tuvalu	0	0	0	0	0	0	0	0
Vanuatu	0	0	0	0	0	0	0	0
Subtotal	550,964	(12,165)	0	104,137	110,000	0	1,326,497	3,695,784
								5,775,216

Region/country	Regular budget	UNDP-			IDF <sup>b</sup>	Montreal Protocol	Self-financed trust funds	Third party-		Total
		UNDP/core funds	administered trust funds	UNDP/financed trust funds				Other sources <sup>c</sup>		
<b>Latin America and the Caribbean</b>										
Haiti	2,716	(66,699)	0	0	0	0	0	0	0	(63,982)
Subtotal	2,716	(66,699)	0	0	0	0	0	0	0	(63,982)
<b>African Arab States</b>										
Djibouti	(94)	0	0	0	0	0	0	0	0	(94)
Somalia	0	0	0	0	0	0	0	0	0	0
Sudan	0	0	0	0	(779)	139,971	232,446	136,408	508,045	508,045
Subtotal	(94)	0	0	0	(779)	139,971	232,446	136,408	507,952	507,952
<b>West Asian Arab States</b>										
Yemen	249,670	(30,226)	0	0	58,518	0	0	0	0	277,962
Subtotal	249,670	(30,226)	0	0	58,518	0	0	0	0	277,962
TOTAL	960,229	310,574	0	4,913,607	352,739	187,590	6,183,295	3,999,930	16,907,963	16,907,963

<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.

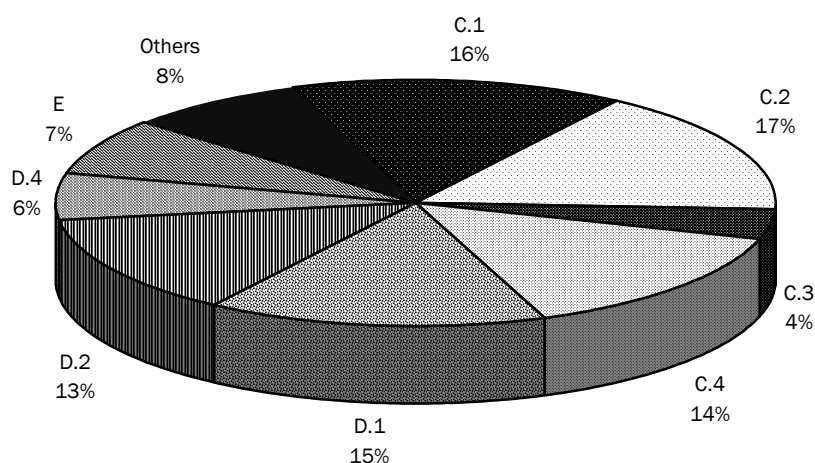
<sup>c</sup> Includes projects executed by other agencies for which UNIDO is the associated or cooperating agency.

## APPENDIX E

### REGULAR PROGRAMME OF TECHNICAL COOPERATION

**Table 1**  
**Delivery by programme, 2004-2005**

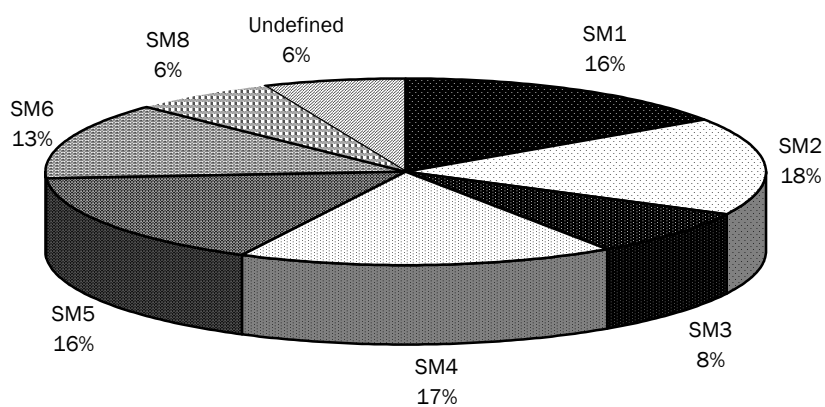
		\$1,000	<i>Of which euro-based (In €1,000)</i>
Programme C.1	Industrial governance and statistics	1,516.3	1,162.1
Programme C.2	Investment and technology promotion	1,669.2	639.1
Programme C.3	Quality and productivity	417.5	266.8
Programme C.4	Small business development	1,474.6	914.9
Programme D.1	Agro-industries	1,528.7	696.8
Programme D.2	Industrial energy and Kyoto Protocol	1,368.8	772.4
Programme D.4	Environmental management	634.3	440.3
Major Programme E	Regional Programme	741.9	600.3
Others		832.2	625.0
TOTAL		10,183.5	6,117.7
		<i>Equivalent in euros</i>	8,216.5





**Table 2**  
**Delivery by service module, 2004-2005**

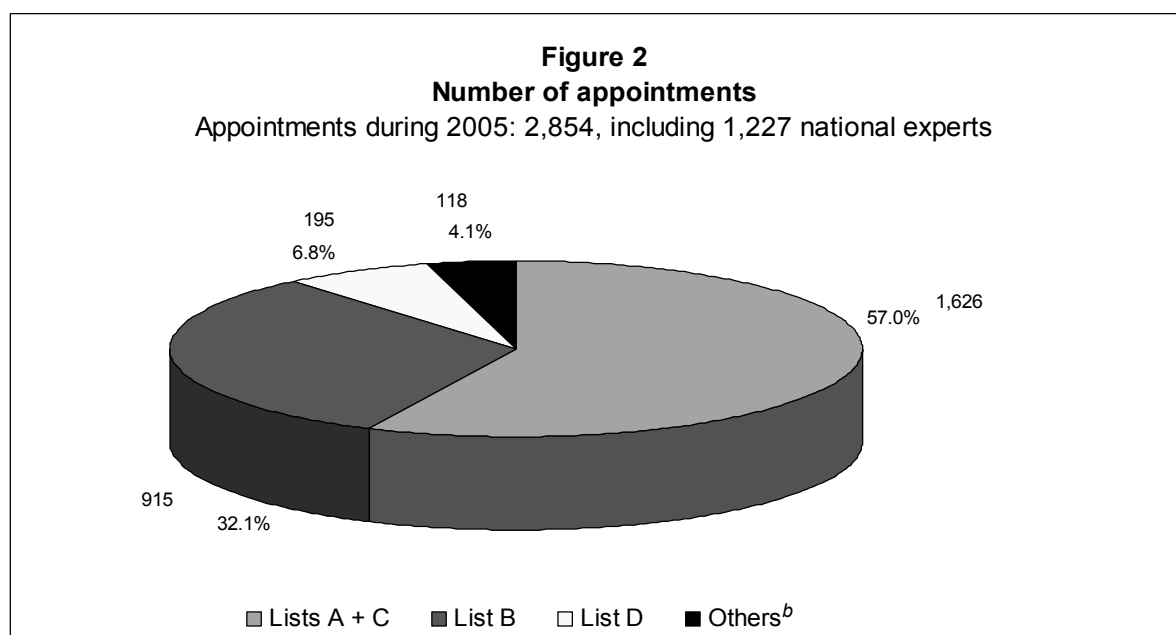
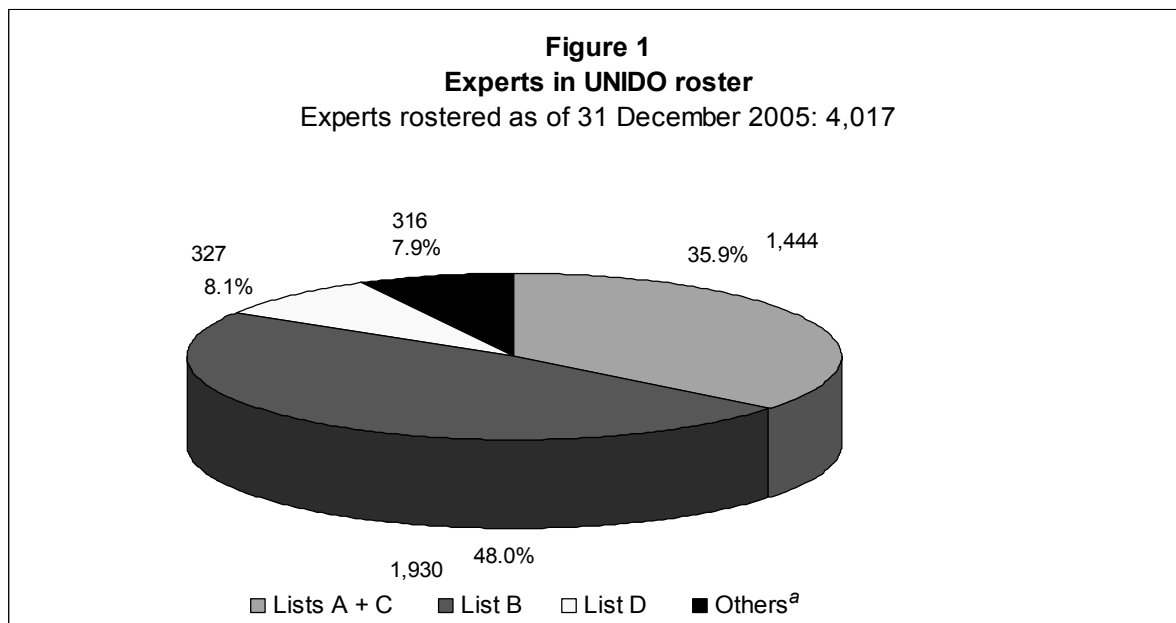
<i>Service modules (2004-2007)</i>	<i>\$1,000</i>	<i>Of which euro-based (In €1,000)</i>
Industrial governance and statistics (SM1)	1,585.0	1,170.0
Investment and technology promotion (SM2)	1,726.5	734.4
Industrial competitiveness and trade (SM3)	805.7	532.4
Private sector development (SM4)	1,726.5	1,124.4
Agro-industries (SM5)	1,673.6	815.4
Sustainable energy and climate change (SM6)	1,368.8	772.4
Environmental management (SM8)	639.8	440.3
Undefined	651.6	528.3
<b>TOTAL</b>	<b>10,183.5</b>	<b>6117.7</b>
<i>Equivalent in euros</i>	<i>8,216.5</i>	



## APPENDIX F

### GEOGRAPHICAL DISTRIBUTION OF EXPERTS

Distribution of experts by regional groups of countries



<sup>a</sup> Includes candidates without clear indication of nationality and 52 candidates from Australia, 96 from Canada and 160 from USA.

<sup>b</sup> Includes 9 appointments from Australia, 27 from Canada and 61 from USA.

## Appointment of experts, 2005

<i>Country/area/ territory</i>	<i>Number of appointments</i>	<i>Country/area/ territory</i>	<i>Number of appointments</i>	<i>Country/area/ territory</i>	<i>Number of appointments</i>
India	186	South Africa	19	Mauritania	4
United Kingdom	182	Sudan	19	Norway	4
Italy	146	Cameroon	18	Saudi Arabia	4
Austria	129	Denmark	17	Thailand	4
France	112	Pakistan	17	Belarus	3
Uganda	84	Zambia	17	Bulgaria	3
Nigeria	78	Lao People's Democratic Republic	16	Democratic People's Republic of Korea	3
Egypt	73	Niger	16	Gabon	3
Germany	71	Poland	16	Kyrgyzstan	3
United States of America	61	Ukraine	16	Libyan Arab Jamahiriya	3
China	53	Guinea	15	Malaysia	3
Senegal	50	Guatemala	14	New Zealand	3
Spain	50	Nicaragua	14	Slovenia	3
Sri Lanka	50	Lebanon	13	The former Yugoslav Republic of Macedonia	3
Ghana	49	Ecuador	12	Albania	2
Viet Nam	45	Guinea-Bissau	12	Comoros	2
Burkina Faso	42	Jordan	12	Costa Rica	2
Switzerland	40	Portugal	12	Georgia	2
Russian Federation	39	Romania	12	Lesotho	2
Côte d'Ivoire	38	Uruguay	12	Namibia	2
United Republic of Tanzania	36	Bolivia	11	Nepal	2
Netherlands	35	Croatia	11	Azerbaijan	1
Hungary	34	Czech Republic	11	Bhutan	1
Indonesia	32	Republic of Yemen	11	Bosnia and Herzegovina	1
Belgium	31	Chile	10	Central African Republic	1
Colombia	28	Rwanda	10	Chad	1
Ethiopia	28	Serbia and Montenegro	10	Timor-Leste	1
Philippines	28	Syrian Arab Republic	10	Djibouti	1
Slovakia	28	Australia	9	Eritrea	1
Canada	27	Japan	9	Gambia	1
Algeria	26	Burundi	8	Liberia	1
Iran, Islamic Republic of	26	Peru	8	Luxembourg	1
Kenya	26	Zimbabwe	8	Malta	1
Mozambique	23	Congo, Republic of	7	Paraguay	1
Tunisia	23	Bangladesh	6	Sao Tome and Principe	1
Brazil	22	Finland	6	Seychelles	1
Turkey	22	Mauritius	6	Singapore	1
Argentina	21	Sierra Leone	6	Swaziland	1
Benin	21	Uzbekistan	6	Venezuela (Bolivarian Republic of)	1
Morocco	21	Iraq	5		
Sweden	21	Malawi	5		
Togo	21	Republic of Korea	5	Total (135 countries)	2,854
Mali	20	Afghanistan	4		
Mexico	20	Angola	4		
Palestine	20	Bahrain	4		
Cambodia	19	Cuba	4		
Ireland	19	Greece	4		
Madagascar	19	Israel	4		

## APPENDIX G

### TRAINING ACTIVITIES

**Table 1**  
**Group training programmes**

Field of study	Type of programme				Number of participants of which			
	National	Regional	Inter-regional	Host country/territory	From all countries	LDCs	Female	African participants <sup>a</sup>
Fundamentals of metrology	X			Afghanistan	45	45	4	
Agro-machinery	X			Afghanistan	12	12		
ISO 9001 quality audit	X			Algeria	49		10	49
HACCP	X			Algeria	20		4	20
Training of technicians on good refrigeration practices	X			Argentina	980		79	
COMFAR III Expert basic (2 activities)			X	Austria	32	7	7	4
COMFAR III Expert advanced (2 activities)			X	Austria	30	6	5	5
Measuring, benchmarking and managing industrial enterprises with UNIDO business performance management software			X	Austria	20		3	
CDM project cycle		X		Austria	22	16	3	22
HACCP auditing	X			Bangladesh	19	19	3	
Cotton quality			X	Benin	40	40		40
Accreditation		X		Burkina Faso	8			8
Technical barriers to trade: ISO internet site		X		Burkina Faso	21		15	21
Managing a national certification body		X		Burkina Faso	16		15	16
Hand-weaving, textile dyeing and dress-making	X			Burkina Faso	60	60	50	60
Fruit and vegetable drying	X			Burkina Faso	89	89	87	89
Management and accounting	X			Burkina Faso	18	18	16	18
GHP and HACCP	X			Burkina Faso	496	496	334	496
Hides and skins improvement		X		Burkina Faso, Mali, Niger, Senegal	60	60		60
Leather crafts	X			Burundi	15	15	2	15
Tanning technology (effluent treatment)	X			Burundi	5	5		5
Milk processing	X			Cameroon	28			28
Ginger processing	X			Cameroon	36		34	36
Training of trainers for self help groups	X			Cameroon	159		159	159
Administrative environment for micro, small and medium enterprises	X			Cameroon	75		75	75
Competitiveness indicators	X			Cameroon	19		5	19

Field of study	Type of programme			Host country/ territory	Number of participants of which			
	National	Regional	Inter- regional		From all countries	LDCs	Female	African participants <sup>a</sup>
Refrigerant recovery	X			Cameroon and Italy	50			50
Cleaner production		X		Costa Rica	17		8	
Cleaner production		X		Cuba	21		9	
Technology foresight for practitioners		X		Czech Republic	18		5	1
Trade-capacity building: Strengthening of National Enquiry Points (NEPs)	X			Ecuador	41		23	
SME cluster development: Training of trainers for facilitators	X			Ecuador	119		42	
SME cluster and network development	X			Ecuador	104		81	
SME clusters: Project design and management	X			Ecuador	84		41	
SME clusters: Technical skills upgrading	X			Ecuador	339		246	
SME clusters: Strategic planning	X			Ecuador	141		62	
Neurotoxicity of mercury			X	Ecuador	2		1	
COMFAR III Expert	X			Egypt	21		10	
Lead auditing	X			Egypt	20			20
Quality management and ISO 9001 certification	X			Egypt	14			14
Practical implementation of the traceability manual	X			Egypt	52		15	
Traceability awareness for farm associations (2 activities)	X			Egypt	105		25	
Traceability for fresh produce exports to the European Union (2 activities)	X			Egypt	50		10	
Cleaner technologies for sustainable chemistry			X	Egypt	300		100	300
Sustainable industrial development: Process simulation, analysis, optimization and control			X	Egypt	25		10	25
Market analysis	X			Egypt	30		8	30
Agricultural engineering	X			Eritrea	16	16	5	16
Women's entrepreneurship development	X			Eritrea	20	20	20	20
Training of trainers on women's entrepreneurship development	X			Eritrea	13	13	10	13
Sewing machine operation	X			Ethiopia	120	120	110	120
Garment production costing	X			Ethiopia	40	40	5	40
Garment marker making and cutting	X			Ethiopia	45	45		45

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Laboratory management and quality assurance based on ISO 17025	X			Ethiopia	14	14	5	14
Footwear design	X			Ethiopia	20	20	5	20
Leather products (cutting and stitching) technology	X			Ethiopia	25	25	5	25
Leather products (lasting and making) technology	X			Ethiopia	25	25	5	25
Tanning technology (beamhouse/wetblue)	X			Ethiopia	20	20		20
SME cluster development	X			Ethiopia	70	70	30	70
SME development: Technical skills upgrading	X			Ethiopia	43	43	5	43
Training of trainers on women's entrepreneurship development	X			Ethiopia	16	16	7	16
Women's entrepreneurship development	X			Ethiopia	45	45	45	45
Environmental management systems and ISO 14001	X			Ethiopia	300	300	25	300
In-plant assessments in the food and leather industries	X			Ethiopia	212	212	15	212
Industrial subcontracting and partnership exchange			X	France	12	3	1	10
COMFAR III Expert basic	X			Germany	6			
Refrigeration technology	X			Germany	7	7		7
HACCP	X			Ghana	25		8	25
In-plant HACCP plan installations	X			Ghana	30		12	30
In-plant assessment of food and beverage industries	X			Ghana	20		6	20
In-plant assessment of chemical industries	X			Ghana	20		5	20
In-plant assessment of textile industries	X			Ghana	20		4	20
Strengthening competencies for governance and economic management (2 activities)	X			Ghana	79		8	79
Sorghum malting and brewing		X		Ghana and Nigeria	8			8
Installation and calibration of metrology laboratory equipment	X			Guatemala	4		1	
GHP (6 activities)	X			Guatemala	166		77	
Entrepreneurship development: Technical skills upgrading	X			Guinea	150	150	56	150

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Entrepreneurship development: Training of trainers in self help group creation and management	X			Guinea	58	58	38	58
Entrepreneurship development: Functional literacy	X			Guinea	125	125	102	125
Technology foresight for decision makers		X		Hungary	10		4	
Industrial project preparation and appraisal		X		India	18		7	
Waste minimization		X		India	35			
Maintenance of stone processing machinery		X		India	40			
Assessment of environmental impact on stone industry (3 activities)		X		India	215			
Stone industry		X		India	55			
Productivity enhancing		X		India	10			
Mechatronics/retrofitting		X		India	6			
Precision measurement, calibration of measuring instruments, machine tool testing and condition monitoring		X		India	23			
Cupola—design operation, improvement in efficiency of devices for pollution control		X		India	8			
Mould and core making		X		India	10			
Melting, casting and gating design for machine tools (2 activities)		X		India	15			
ISO 9000		X		India	25			
Design and standardization of lock components		X		India	8			
Performance and credit rating		X		India	40			
Manufacture and promotion of lock components		X		India	22			
Tool fabrication for toy applications		X		India	13			
CE certification programme for toy units		X		India	8			
Design programme for toy units		X		India	7			
Advanced manufacturing technology (4 activities)			X	India	79		2	79
CNC machine tool technology	X			India	20			

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Design of spindle units in machine tools		X		India	28			
Industrial design and aesthetics	X			India	49			
Mechatronics	X			India	13			
CNC machine tool technology and manufacturing	X			India	40			
CNC machine tool technology and mechatronics	X			India	17			
Enterprise upgrading			X	India	9	4	2	
Enterprise creation			X	India	7	4	1	
ISO 14001 lead auditing and environmental management system auditing		X		India	16	16	3	
Maintenance of instrumental cotton classing system			X	India	8	8		8
SME clusters: Technical skills upgrading	X			India	119		38	
SME clusters: Capacity-building for self help groups	X			India	66		41	
Training of trainers on best practices for productivity enhancement	X			India	6			
Best practices for productivity enhancement	X			India	203		25	
Technical guidance and counselling in feasibility studies of projects, loans and grants	X			Indonesia	30		12	
COMFAR III Expert for industrial investment project appraisal (3 activities)	X			Indonesia	63		19	
Sago processing optimization	X			Indonesia	127		31	
Entrepreneurship capacity-building	X			Indonesia	15		7	
English language for economic development	X			Indonesia	30		16	
Basic computer skills	X			Indonesia	8		5	
Training of trainers on wood processing, welding, electric installation, air-condition repairs, sewing and food processing	X			Indonesia	10		2	
Didactic training of trainers	X			Indonesia	14		2	
Health hazard: Mercury	X			Indonesia	39		10	



<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Technology foresight practices and methods	X			Iran (Islamic Republic of)	50		18	
Women's entrepreneurship development and youth entrepreneurship development	X			Iran (Islamic Republic of)	84		84	
Training of trainers on women's and youth entrepreneurship development	X			Iran (Islamic Republic of)	20		10	
Quality assurance programme in dairies (2 activities)	X			Iraq	298		67	
SME cluster development: Principles and practice			X	Italy	22	5	6	8
COMFAR III Expert (3 activities)	X			Japan	84		54	
Iraqi dairy project inception workshop	X			Jordan	14			
Dairy processing for Iraqi dairy experts	X			Jordan	20			
Quality management for Iraqi dairy experts (3 activities)	X			Jordan	54		18	
Promotion of export consortia	X			Jordan	20		5	
Footwear design (CAD/CAM)	X			Kenya	5			5
Leather products SME clusters	X			Kenya	25		5	25
Honey processing	X			Kenya	60		50	60
Fisheries management, fish handling and sanitation, solar drying and packaging techniques, fisheries trade enterprise development	X			Kenya	20		5	20
Training of trainers on women's entrepreneurship development	X			Kenya	36		30	36
Women's entrepreneurship development	X			Kenya	115		115	115
Investment project identification, formulation and screening	X			Kuwait	8		4	
Investment project preparation and appraisal	X			Kuwait	8		4	
Investment promotion strategies and techniques	X			Kuwait	14			
Competitiveness and strategic direction	X			Kuwait	10			
Effective business counselling	X			Kuwait	20			

Field of study	Type of programme			Host country/ territory	Number of participants of which			
	National	Regional	Inter- regional		From all countries	LDCs	Female	African participants <sup>a</sup>
Metrology	X			Lao People's Democratic Republic	16	16		
ISO 9001 and 14001 system certification	X			Lao People's Democratic Republic	15	15		
Implementation of quality management system	X			Libyan Arab Jamahiriya	25		9	25
Statistics for calibration and testing laboratories	X			Libyan Arab Jamahiriya	25		9	25
Silk weaving	X			Madagascar	35	35	10	35
Silk dyeing	X			Madagascar	20	20	3	20
Project formulation	X			Malawi	5	5	3	5
Group formation	X			Malawi	20	20	5	20
Labour-saving technologies to empower poor rural communities: Training of extension workers on gender and HIV	X			Malawi	31	31	8	31
Testing and conformity assessment in global trade			X	Malaysia	22	19	4	
Hand-weaving and textile dyeing	X			Mali	20	20	15	20
Collection, processing and preservation of sheanuts	X			Mali	1,075	1,075	1,055	1,075
COMFAR III Expert	X			Mexico	14		5	
Authorization and control of international trade of chlorofluoro-carbons	X			Mexico	68		23	
Chlorofluoro-carbons recovery and storage	X			Mexico	240		15	
GMP (figs and prunes)	X			Morocco	25		23	25
GMP (olive oil)	X			Morocco	10		8	10
Leather products manufacturing and design	X			Morocco	2			2
Women's entrepreneurship development: Technical skills upgrading	X			Morocco	52		52	52
Women's entrepreneurship development: Production management	X			Morocco	52		52	52
Women's entrepreneurship development: General management and marketing	X			Morocco	135		134	135
In-plant assessments	X			Morocco	35		7	35
Chloro-fluorocarbons	X			Morocco	110		50	110
Health and safety	X			Morocco	30		12	30
Industrial waste water management	X			Morocco	50		26	50
Environmental management systems and ISO 1400	X			Morocco	170		126	170

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Enterprise upgrading	X			Mozambique	30	30		
Enterprise creation	X			Mozambique	30	30		
Quality management	X			Mozambique	6	6		
Industrial operations and safety	X			Mozambique	10	10		
Management skills for middle managers, supervisors and foremen	X			Mozambique	10	10		
Entrepreneurship curriculum development	X			Mozambique	15	15	5	15
Hypoxia cloning	X			Mozambique	13	13	6	13
Energy efficiency	X			Mozambique	25	25	5	25
Entrepreneurship development: Training of trainers on industrial extension	X			Namibia	23		3	23
Entrepreneurship development: Training of trainers on self help groups	X			Namibia	23		2	23
Entrepreneurship curriculum development	X			Namibia	10		2	10
GMP and GHP for food safety	X			Nepal	31	31	5	
HACCP auditing	X			Nepal	20	20	6	
SME cluster development: Cooperation and networks	X			Nicaragua	51		30	
SME cluster development: Methodologies, tools and human resources	X			Nicaragua	67		35	
SME cluster development: Local economic systems and value chains	X			Nicaragua	92		41	
Milk production and safety/quality	X			Niger	15	15	2	15
Investment project formulation	X			Nigeria	10		3	10
Investment project preparation and appraisal (2 activities)	X			Nigeria	37		12	37
Cassava processing (2 activities)	X			Nigeria	65		52	65
SME clusters/networks: Technical skills upgrading	X			Nigeria	94			94
ISO 17025	X			Pakistan	56		8	
Improvement of quality and practices in the fisheries sector	X			Pakistan	105		17	
HACCP level I (2 activities)	X			Pakistan	60		13	
HACCP level II	X			Pakistan	35		5	
HACCP awareness	X			Pakistan	30			

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Fish enterprises	X			Pakistan	20			
Standardization and certification	X			Pakistan	125		15	
Barriers to trade	X			Pakistan	73		4	
Traceability in the fisheries sector	X			Pakistan	48		17	
Capacity-building for cluster development agents	X			Pakistan	30		1	
Refrigeration service technology	X			Pakistan	40			
COMFAR III Expert basic	X			Palestine	14			
Development, quality assurance and regulatory aspects of herbal medicinal products		X		Panama	34	2	18	1
Energy efficiency	X			Philippines	30			
COMFAR III Expert (2 activities)	X			Republic of Korea	28		4	
Technology foresight for practitioners, decision makers and corporate managers	X			Russian Federation	10		4	
Entrepreneurship curriculum development	X			Rwanda	10	10	3	10
Cleaner production			X	Rwanda	17	17	4	17
Technology needs assessment for developing countries			X	Senegal	22	10	3	16
SME development: Managerial skills upgrade	X			Senegal	199	199	127	199
SME development: Training of trainers on management tools	X			Senegal	6	6		6
SME development: Production methods and quality standards	X			Senegal	51	51	47	51
SME development: Organization and networking	X			Senegal	40	40	32	40
SME development: Business plans and marketing	X			Senegal	185	185	146	185
Training of trainers on entrepreneurship development and business management	X			Solomon Islands	19	19	4	
Entrepreneurship development and business management	X			Solomon Islands	64	64	14	
COMFAR III Expert basic and UNIDO methodology	X			Sri Lanka	16		2	
COMFAR III Expert	X			Sudan	15	15		15
Enterprise upgrading	X			Sudan	20	20	8	

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Enterprise creation	X			Sudan	20	20	8	
Commencement of awareness campaign and technology demonstration for clean technologies and health issues in artisanal gold mining	X			Sudan	12	12	5	12
COMFAR III Expert for industrial investment project appraisal	X			Timor-Leste	29	29	8	
Legislation in food industries	X			Tunisia	20		6	20
Traceability in food industries	X			Tunisia	25		5	25
Technology foresight for organizers		X		Turkey	27	3	13	4
Hand-weaving, surface design, garment construction, product development, sewing machine maintenance and business management	X			Uganda	100	100	100	100
Traceability	X			Uganda	78	78	17	78
Sanitary and phytosanitary measures/technical barriers to trade	X			Uganda	76	76	13	76
Organic certification	X			Uganda	96	96	50	96
Food processing	X			Uganda	30	30	29	30
GMP/GHP and HACCP	X			Uganda	196	196	47	196
ISO 9001	X			Uganda	37	37	16	37
Entrepreneurship curriculum development	X			Uganda	19	19	4	19
Master craftsmen programme	X			Uganda	587	587	164	587
Business information for SMEs	X			Uganda	40	40	15	40
Cleaner production awareness	X			Uganda	25	25	5	25
Implementation of cleaner production options during the production of a local brew (2 activities)	X			Uganda	181	181	132	181
Environmental impacts, occupational health and safety, waste management, energy efficiency and optimization of resources used by tourists	X			Uganda	16	16	1	16
ISO 14001	X			Uganda	15	15	2	15
Economic and ecological benefit labelling and certification (2 activities)	X			Uganda	57	57	14	57

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Strengthening competencies for governance and economic management (2 activities)	X			Uganda	71	71	12	71
Food processing—jam making	X			United Republic of Tanzania	37	37	28	37
Food processing—solar drying	X			United Republic of Tanzania	37	37	28	37
Food processing—juice making	X			United Republic of Tanzania	37	37	28	37
Business planning	X			United Republic of Tanzania	37	37	28	37
Hybrid solar drying	X			United Republic of Tanzania	25	25	20	25
Food hygiene and standards	X			United Republic of Tanzania	25	25	20	25
Leather crafts for the disabled	X			United Republic of Tanzania	12	12	3	12
Alternative sanitary technology and use of ultrasonic machines	X			United States of America	3			3
General environmental policies	X			United States of America	2			2
Support to the SME sector to facilitate access to export markets	X			Uruguay	100		25	
PHAROS and PRODUCE-PLUS softwares	X			Uruguay	20		3	
Export consortia promotion	X			Uruguay	41		16	
Training of trainers on good refrigeration practices	X			Venezuela (Bolivarian Republic of)	73		2	
HACCP auditing	X			Viet Nam	23			
Training of trainers on quality management systems	X			Viet Nam	6			
Training of trainers on HACCP	X			Viet Nam	9			
Training of trainers on environmental management systems	X			Viet Nam	5			
Women's entrepreneurship development: Group leadership	X			Viet Nam	185		183	
Women's entrepreneurship development: Training of trainers on technical skills	X			Viet Nam	81		44	
Women's entrepreneurship development: Technical skills upgrading	X			Viet Nam	1,022		1,022	

<i>Field of study</i>	<i>Type of programme</i>			<i>Host country/ territory</i>	<i>Number of participants of which</i>			
	<i>National</i>	<i>Regional</i>	<i>Inter- regional</i>		<i>From all countries</i>	<i>LDCs</i>	<i>Female</i>	<i>African participants<sup>a</sup></i>
Women's entrepreneurship development: Business management and marketing	X			Viet Nam	957		957	
COMFAR III Expert	X			Yemen	19	19	5	
Enterprise upgrading	X			Yemen	30	30		
Cleaner gold production technology		X		Zimbabwe	3	2	1	3
Awareness campaign and transportable demonstration unit launch preparation for clean technologies and health issues in artisanal gold mining	X			Zimbabwe	47		12	47
Integrated coastal area management		X		Cameroon	50	50	12	50
Transboundary diagnostic analysis and strategic action programme		X		Ghana	40	40	10	40
Evaluation of methodologies for a mangrove ecosystem survey, restoration and pilot site selection criteria		X		Ghana	44	44	10	44
Integrated and sustainable management of coastal and marine areas		X		Ghana	55	55	15	55

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

**Table 2**  
**Fellowships and study tours started in 2005 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</b>										
Angola	0	0	0	0	0	0	1	0	1	1
Benin	0	0	0	0	0	0	6	1	7	7
Botswana	0	0	0	0	0	0	4	0	4	4
Burkina Faso	0	0	0	2	2	4	10	2	12	16
Burundi	0	0	0	1	0	1	0	0	0	1
Cameroon	0	0	0	5	0	5	8	0	8	13
Côte d'Ivoire	0	0	0	0	0	0	9	1	10	10
Ethiopia	0	0	0	9	0	9	7	0	7	16
Ghana	0	0	0	9	1	10	1	2	3	13
Guinea-Bissau	0	0	0	0	0	0	11	0	11	11
Kenya	0	0	0	10	1	11	0	1	1	12
Lesotho	0	0	0	2	0	2	5	0	5	7
Malawi	0	0	0	4	0	4	0	0	0	4
Mali	0	0	0	1	0	1	8	0	8	9
Mozambique	1	2	3	0	0	0	2	0	2	5
Niger	0	0	0	0	0	0	10	0	10	10
Nigeria	0	0	0	5	0	5	21	1	22	27
Senegal	0	0	0	3	0	3	24	2	26	29
South Africa	0	0	0	0	0	0	1	1	2	2
United Republic of Tanzania	0	0	0	2	0	2	8	0	8	10
Togo	0	0	0	0	0	0	14	3	17	17
Uganda	0	0	0	8	2	10	10	2	12	22
Zambia	0	0	0	1	0	1	3	0	3	4
Zimbabwe	0	0	0	0	0	0	1	0	1	1
TOTAL	1	2	3	62	6	68	163	17	180	251
<b>ARAB REGION</b>										
Algeria	0	0	0	0	0	0	3	0	3	3
Egypt	0	0	0	6	2	8	27	3	30	38
Iraq	0	0	0	0	0	0	25	10	35	35
Jordan	0	0	0	0	0	0	2	0	2	2
Libyan Arab Jamahiriya	7	1	8	0	0	0	2	0	2	10
Morocco	0	0	0	0	0	0	5	1	6	6
Palestine	0	0	0	0	0	0	1	0	1	1
Sudan	0	0	0	9	0	9	0	0	0	9
Tunisia	0	0	0	0	0	0	7	0	7	7
Yemen	0	0	0	6	0	6	0	0	0	6
TOTAL	7	1	8	21	2	23	72	14	86	117



Nationality/home area, country or territory	UNDP			Regular Programme			Other programmes			Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
<b>ASIA AND THE PACIFIC</b>										
Bangladesh	0	0	0	0	0	0	14	0	14	14
Bhutan	0	0	0	0	0	0	4	4	8	8
Cambodia	0	0	0	0	0	0	15	2	17	17
China	21	3	24	0	0	0	11	2	13	37
Democratic People's Republic of Korea	0	0	0	0	0	0	16	5	21	21
India	10	0	10	0	0	0	13	1	14	24
Indonesia	0	0	0	2	0	2	0	0	0	2
Iran (Islamic Republic of)	0	0	0	0	0	0	16	0	16	16
Lao People's Democratic Republic	0	0	0	0	0	0	16	5	21	21
Maldives	0	0	0	0	0	0	2	2	4	4
Nepal	0	0	0	0	0	0	6	1	7	7
Pakistan	0	0	0	2	0	2	29	3	32	34
Viet Nam	0	0	0	0	0	0	11	5	16	16
TOTAL	31	3	34	4	0	4	153	30	183	221
<b>EUROPE AND NIS</b>										
Azerbaijan	0	0	0	0	0	0	2	0	2	2
Georgia	0	0	0	0	0	0	0	1	1	1
Romania	0	0	0	0	4	4	1	2	3	7
Turkey	0	0	0	0	0	0	15	1	16	16
Ukraine	0	0	0	3	1	4	0	0	0	4
TOTAL	0	0	0	3	5	8	18	4	22	30
<b>LATIN AMERICA AND THE CARIBBEAN</b>										
Argentina	0	0	0	0	0	0	15	1	16	16
Brazil	0	0	0	0	0	0	0	3	3	3
Costa Rica	0	0	0	0	0	0	3	1	4	4
Cuba	0	0	0	0	0	0	10	9	19	19
Ecuador	0	0	0	0	0	0	2	1	3	3
El Salvador	0	0	0	0	0	0	3	0	3	3
Guatemala	0	0	0	0	2	2	2	0	2	4
Mexico	0	0	0	0	0	0	2	0	2	2
Nicaragua	0	0	0	0	0	0	0	1	1	1
Peru	0	0	0	0	0	0	2	1	3	3
Uruguay	0	0	0	0	0	0	8	8	16	16
TOTAL	0	0	0	0	2	2	47	25	72	74
GRAND TOTAL	39	6	45	90	15	105	453	90	543	693

**Table 3**  
**Fellowships and study tours started in 2005 by country,**  
**geographical area or territory of study**

Number of individuals placed

<i>Country/geo- graphic area/ territory of study</i>	<i>UNDP</i>			<i>Regular Programme</i>			<i>Other programmes</i>			<i>Total</i>
	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	
Algeria	0	0	0	0	0	0	1	0	1	1
Argentina	0	0	0	0	0	0	2	0	2	2
Australia	0	0	0	0	0	0	2	1	3	3
Austria	7	1	8	10	1	11	31	6	37	56
Bahrain	0	0	0	0	0	0	6	8	14	14
Belgium	11	2	13	0	0	0	2	0	2	15
Benin	0	0	0	0	0	0	36	0	36	36
Brazil	0	0	0	0	0	0	2	2	4	4
Canada	0	0	0	0	0	0	1	0	1	1
China	0	0	0	2	0	2	30	8	38	40
Colombia	0	0	0	0	0	0	3	0	3	3
Costa Rica	0	0	0	0	0	0	0	3	3	3
Côte d'Ivoire	0	0	0	0	0	0	0	1	1	1
Cuba	0	0	0	0	0	0	3	5	8	8
Denmark	0	0	0	0	0	0	7	2	9	9
Egypt	0	0	0	0	0	0	1	6	7	7
El Salvador	0	0	0	0	0	0	1	0	1	1
France	0	1	1	3	2	5	37	6	43	49
Germany	0	0	0	0	0	0	26	7	33	33
Ghana	0	0	0	0	0	0	4	1	5	5
Guatemala	0	0	0	0	0	0	6	4	10	10
Hungary	0	0	0	0	4	4	1	1	2	6
India	0	0	0	78	6	84	94	2	96	180
Indonesia	0	0	0	2	0	2	2	0	2	4
Iraq	0	0	0	0	0	0	26	4	30	30
Israel	0	0	0	0	0	0	3	1	4	4
Italy	22	4	26	0	0	0	77	12	89	115
Japan	0	0	0	0	0	0	3	0	3	3
Jordan	0	0	0	0	0	0	44	16	60	60
Malaysia	0	0	0	0	0	0	28	5	33	33
Mali	0	0	0	0	0	0	1	0	1	1
Mauritius	0	0	0	0	0	0	1	0	1	1
Mexico	0	0	0	0	1	1	0	0	0	1
Morocco	0	0	0	0	0	0	18	2	20	20
Netherlands	33	6	39	0	0	0	1	1	2	41

<i>Country/geo- graphic area/ territory of study</i>	<i>UNDP</i>			<i>Regular Programme</i>			<i>Other programmes</i>			<i>Total</i>
	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	
Pakistan	0	0	0	0	0	0	1	0	1	1
Republic of Korea	0	0	0	0	0	0	7	2	9	9
Saudi Arabia	0	0	0	2	0	2	0	0	0	2
Senegal	0	0	0	0	0	0	9	1	10	10
Singapore	0	0	0	0	0	0	0	2	2	2
South Africa	0	0	0	0	0	0	6	0	6	6
Spain	0	0	0	0	0	0	8	0	8	8
Sri Lanka	0	0	0	0	0	0	8	5	13	13
Switzerland	0	0	0	0	0	0	6	0	6	6
Thailand	0	0	0	0	0	0	4	6	10	10
Tunisia	0	0	0	0	0	0	26	4	30	30
Turkey	0	0	0	0	0	0	3	0	3	3
United Kingdom	1	0	1	0	0	0	20	4	24	25
United States of America	19	1	20	0	1	1	0	1	1	22
Uruguay	0	0	0	0	0	0	4	1	5	5
Viet Nam	0	0	0	0	0	0	6	4	10	10
Zimbabwe	2	2	4	0	0	0	5	0	5	9
TOTAL	95	17	112	97	15	112	613	134	747	971

## APPENDIX H

### AGREEMENTS, MEMORANDUMS OF UNDERSTANDING AND JOINT COMMUNIQUÉS CONCLUDED IN 2005\*

#### I. Agreements with States

##### **Argentina**

*Memorandum of understanding between the United Nations Industrial Development Organization and the Ministry of Federal Planning, Public Investment and Services of the Republic of Argentina, signed on 15 April.*

*Memorandum of understanding between the United Nations Industrial Development Organization and the Government of the Cordoba Province of the Republic of Argentina, signed on 7 September.*

*Memorandum of understanding between the United Nations Industrial Development Organization and the Government of the Province of Buenos Aires of the Republic of Argentina, signed on 5 December.*

##### **Azerbaijan**

*Framework programme on cooperation between the United Nations Industrial Development Organization and the Government of the Republic of Azerbaijan, signed on 4 February.*

##### **Burundi**

*Joint communiqué between the Director-General of the United Nations Industrial Development Organization and H.E. Mr. Jean-Baptiste Gahimbare, Minister of Community Development of the Government of Burundi, signed on 21 July.*

##### **Congo**

*Memorandum of understanding on UNIDO's programme in the Republic of Congo, signed on 30 November.*

##### **Germany**

*Arrangement between the United Nations Industrial Development Organization and the Government of the Federal Republic of Germany for the purpose of supporting the project "Strengthening the Local Production of Generic Drugs in Least Developed Countries (LDCs), through the Promotion of SMEs, Business Partnerships, Investment Promotion and South-South Co-operation", signed on 15 and 28 September.*

##### **Haiti**

*Joint communiqué between the Director-General of the United Nations Industrial Development Organization and H.E. Mr. Gérard Latortue, Prime Minister of the Republic of Haiti, signed on 28 November.*

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\* This list contains signed Agreements deposited with the Legal Service of UNIDO for safekeeping.

**Italy**

*Trust fund agreement between the United Nations Industrial Development Organization and the Government of Italy regarding the implementation of a Montreal Protocol project in China, entitled “Methyl Bromide National Phase Out Plan—China”, signed on 20 April and 8 August.*

**Lebanon**

*Trust fund agreement between the United Nations Industrial Development Organization and the Ministry of Industry, Government of the Lebanese Republic concerning the Lebanese Government’s 50 per cent cost sharing to support the development of an institutional capacity for annual surveys of the manufacturing sector of the Lebanese Republic, signed on 2 February.*

**Madagascar**

*Letter of agreement between the United Nations Industrial Development Organization and the Ministry of Industrialization, Commerce and Private Sector Development of Madagascar for a programme under national execution, signed on 3 June and 11 July.*

**Mozambique and the Association for Development of People for People**

*Memorandum of understanding between the United Nations Industrial Development Organization and the Ministry of Industry of Commerce and the Association for Development of People for People, Itoculo, Mozambique, signed on 22 June and 21 July.*

**Netherlands**

*Trust fund agreement between the United Nations Industrial Development Organization and the Netherlands Minister for Development Cooperation regarding the implementation of a project in Malakal, Sudan, entitled “Vocational Technical Training for Youth Entrepreneurial Development in Malakal, Sudan”, signed on 16 October.*

**Slovakia**

*Administrative arrangement between the United Nations Industrial Development Organization and the Government of the Slovak Republic with regard to a special-purpose contribution to the Industrial Development Fund, signed on 23 September.*

**Slovenia**

*Cooperation agreement and administrative arrangement between the United Nations Industrial Development Organization and the Government of the Republic of Slovenia with regard to special-purpose contributions to the Industrial Development Fund, signed on 22 June.*

**Turkey**

*Exchange of letters extending the Agreement between the Republic of Turkey and the United Nations Industrial Development Organization regarding the establishment of the Centre for Regional Cooperation in Turkey, signed on 23 March and 21 April.*

## **II. Agreements within the United Nations system**

**International Labour Organization (ILO)**

*Inter-agency letter of agreement between the United Nations Industrial Development Organization and the International Labour Organization regarding the programme “Support Programme for Private Sector Development and Sustainable Livelihood—Services of an HIV/AIDS/World of Work Expert”, signed on 23 November 2004 and 11 February 2005.*

**International Maritime Organization (IMO)**

*Letter of agreement between the United Nations Industrial Development Organization and the International Maritime Organization, signed on 6 and 26 September.*

**United Nations (UN)**

*Agreement between the United Nations Industrial Development Organization and the United Nations regarding the funding of a project in Guinea, entitled “Quick Impact Programme for Refugee Zones: Community-based Production Centres and Community Rehabilitation Projects with Skills Upgrading in Forest Guinea”, signed on 16 May and 6 June.*

*Agreement between the United Nations Industrial Development Organization and the United Nations regarding the funding of a project in Malawi, entitled “Empowering Poor Rural Communities with Labour-saving Technologies for Increased Labour Productivity, Food Production and Income Generation”, signed on 14 April and 12 May.*

*Agreement between the United Nations Industrial Development Organization and the United Nations regarding the funding of a project in Uganda, entitled “Multi-skills Training and Community Service Facilities for Sustainable Livelihoods and Poverty Alleviation—Reintegration of ex-Combatants and Former Rebels (Phase I and II)”, signed on 25 and 30 November.*

**United Nations Development Programme (UNDP), the Food and Agriculture Organization (FAO) and the World Food Programme (WFP)**

*Memorandum of understanding between the United Nations Industrial Development Organization, the United Nations Development Programme, the Food and Agriculture Organization and the World Food Programme regarding the operational aspects of the joint programme “Strengthening Human Security through Sustainable Human Development in Northwestern Tanzania”, signed on 23 August, 29 August and 11 November.*

**United Nations Office for the Coordination of Humanitarian Affairs (OCHA, Geneva)**

*Memorandum of understanding between the United Nations Industrial Development Organization and the United Nations Office for the Coordination of Humanitarian Affairs, signed on 5 and 22 September.*

**United Nations Office on Drugs and Crime (UNODC)**

*Memorandum of understanding between the United Nations Industrial Development Organization and the United Nations Office on Drugs and Crime, signed on 3 March.*

*Agreement between the United Nations Industrial Development Organization and the United Nations Office on Drugs and Crime on the provision, maintenance and support of UNIDO’s Integrated Management Information System (IMIS) production environment for personnel administration and payroll, signed on 16 and 22 December.*

### **III. Agreements with intergovernmental organizations**

**Common Fund for Commodities (CFC) and the Intergovernmental Group on Hard Fibres represented by the Food and Agriculture Organization (FAO) of the United Nations**

*Agreement between the United Nations Industrial Development Organization, the Common Fund for Commodities and the Intergovernmental Group on Hard Fibres represented by the Food and Agriculture Organization of the United Nations for the implementation of the project “Operationalization of a Pilot Facility for a Continuous Sisal Fibre Extraction/Production Process”, signed on 19 and 30 May, and 20 June.*

**Common Fund for Commodities (CFC) and the International Network for Bamboo and Rattan**

*Project agreement between the United Nations Industrial Development Organization, the Common Fund for Commodities and the International Network for Bamboo and Rattan regarding the market based development of bamboo in Eastern Africa—employment and income generation for poverty alleviation, signed on 22 June, 12 July and 5 August.*

**General Secretariat of the Organization of American States (GS/OAS)**

*Memorandum of understanding between the United Nations Industrial Development Organization and the General Secretariat of the Organization of American States, signed on 18 October.*

**Inter-American Investment Corporation (IIC)**

*Memorandum of understanding between the United Nations Industrial Development Organization and the Inter-American Investment Corporation (Member of the Inter-American Development Bank Group), signed on 21 April and 3 May.*

## IV. Agreements with other entities

**Bahrain Development Bank**

*Rental agreement between the United Nations Industrial Development Organization and the Bahrain Development Bank, signed on 10 May.*

**Beijing Housing Service Corporation for Diplomatic Missions**

*Lease contract on office building no. 141 between the United Nations Industrial Development Organization and the Beijing Housing Service Corporation for Diplomatic Missions, signed on 21 November.*

**Canadian International Development Agency**

*Trust fund agreement between the United Nations Industrial Development Organization and the Canadian International Development Agency/Gender Equity Support Project Phase II regarding the implementation of a project in Kenya, entitled “Assistance to Women Entrepreneurs (WEs) in Kenya for Increased Market Access and Institutional Capacity-Building”, signed on 8 and 15 August.*

**Export Promotion Bureau, Government of Pakistan**

*Trust fund agreement between the United Nations Industrial Development Organization and the Export Promotion Bureau, Government of Pakistan regarding the implementation of a project in Pakistan, entitled “Implementation of Sub-projects in five Industrial SME Clusters for Export Growth and Enhanced Productivity and Development of a National Training Course for Cluster Development Agents”, signed on 2 November 2004 and 10 January 2005.*

**Iran Small Industries and Industrial Parks Organization (ISIPO)**

*Trust fund agreement between the United Nations Industrial Development Organization and the Iran Small Industries and Industrial Parks Organization of the Islamic Republic of Iran regarding the implementation of a project in the Islamic Republic of Iran, entitled “Development of Industrial SME Clusters for Enhanced Productivity and Export Growth”, signed on 12 April and 8 May.*

**Istanbul Chamber of Commerce (ICOC)**

*Memorandum of understanding between the United Nations Industrial Development Organization and the Istanbul Chamber of Commerce, Turkey, signed on 3 February.*

**Tanzania Sisal Board (TSB) and Katani Limited (Katani)**

*Project implementation agreement between the United Nations Industrial Development Organization, the Tanzania Sisal Board and Katani Limited for the implementation of the project “Cleaner Integral Utilization of Sisal Waste for Biogas and Biofertilizers”, signed on 10 and 15 November.*

**Complutense University**

*Amendment No. 1 to the memorandum of understanding between the United Nations Industrial Development Organization and Universidad Complutense—Istituto Complutense de Estudios Internacionales, Madrid, Spain, signed on 22 and 27 July.*

**University of California, Berkeley**

*Memorandum of understanding between the United Nations Industrial Development Organization and the University of California, Berkeley, signed on 23 November 2004 and 3 March 2005.*



## APPENDIX I

## COUNTRY PROMOTION PRESENTATIONS

<i>Country/region promoted</i>	<i>Venue</i>	<i>Number of presentations</i>
Algeria	Algeria (1)	1
Argentina	Argentina (1), China (1), Italy (3)	5
Armenia	Armenia (1)	1
Bangladesh	Japan (1)	1
Benin	China (1)	1
Bolivia	China (1)	1
Brazil	China (1), France (5)	6
Burundi	China (1)	1
Cameroon	Belgium (1), France (2)	3
Central African Republic	China (1)	1
China	China (7), France (5), Italy (13)	25
Colombia	China (1)	1
Comoros	China (1)	1
Congo	China (1)	1
Côte d'Ivoire	China (1)	1
Croatia	Greece (2)	2
Cuba	Belgium (1), Cuba (1)	2
Czech Republic	Japan (1)	1
Democratic Republic of the Congo	Belgium (1), China (1), Democratic Republic of the Congo (2)	4
Ecuador	China (1)	1
Egypt	Bahrain (1), Belgium (1), China (2), Egypt (2), Italy (1), Japan (1)	8
Equatorial Guinea	China (1)	1
France	Bahrain (1)	1
Gabon	China (1)	1
Ghana	China (2)	2
Greece	Bahrain (3)	3
Guinea	Belgium (1), China (3)	4
India	Italy (1), Japan (1)	2
Iran (Islamic Republic of)	Belgium (1)	1
Jordan	Bahrain (2), Germany (1), Italy (2), Japan (1), Kuwait (1)	7
Kazakhstan	Belgium (1)	1
Kenya	China (2)	2
Kuwait	Bahrain (1)	1
Lebanon	Bahrain (1), Belgium (2)	3
Lesotho	China (2)	2
Liberia	China (2)	2
Libyan Arab Jamahiriya	Italy (1)	1
Madagascar	China (1), Japan (2)	3
Mali	China (1)	1
Mauritius	China (1)	1
Mexico	China (1)	1

<i>Country/region promoted</i>	<i>Venue</i>	<i>Number of presentations</i>
Mongolia	Japan (1)	1
Morocco	Belgium (1), China (1), France (2), Italy (3), Japan (3), Morocco (1)	11
Mozambique	Japan (1), Republic of Korea (1)	2
Namibia	China (2)	2
Niger	China (1)	1
Oman	Bahrain (1)	1
Peru	China (1)	1
Philippines	Japan (1)	1
Republic of Korea	Republic of Korea (4)	4
Romania	Japan (1)	1
Saudi Arabia	Bahrain (2)	2
Senegal	Belgium (1)	1
Serbia and Montenegro	Greece (3), Italy (1), Japan (3), Serbia and Montenegro (3)	10
Sierra Leone	China (2)	2
Slovakia	Japan (1)	1
South Africa	Belgium (2)	2
Sri Lanka	Japan (3)	3
Sudan	China (2)	2
Syrian Arab Republic	Bahrain (2)	2
The former Yugoslav Republic of Macedonia	Japan (1)	1
Togo	China (1)	1
Tunisia	Bahrain (1), China (1), Italy (10), Tunisia (4)	16
Turkey	Bahrain (4), Turkey (1)	5
Uganda	China (2), Italy (2), Japan (1), Republic of Korea (1)	6
Ukraine	Belgium (1), Greece (2)	3
United Arab Emirates	Bahrain (2)	2
United Republic of Tanzania	China (2)	2
Uruguay	China (1)	1
Venezuela (Bolivarian Republic of)	China (1)	1
Viet Nam	Belgium (1), Viet Nam (1)	2
Zambia	China (2)	2
Zimbabwe	China (2)	2
Africa	France (2), Italy (1)	3
Eastern/Southern Europe	Italy (1), Japan (2)	3
Latin America and Caribbean	Italy (4), France (2)	6
Mediterranean region	Italy (7)	7
	TOTAL	221

Total: 77 countries/regions promoted at 221 presentations held in 21 countries.

## APPENDIX J

### PROCUREMENT

#### I. Purchase of equipment, materials and supplies

a. Technical cooperation	Purchase orders placed	US\$ equivalent <sup>b</sup>	Euros
List A <sup>a</sup>	35	2,725,166	2,211,530
List B	231	15,570,375	12,660,891
List C	7	820,338	664,090
List D	5	282,276	233,315
Other	28	1,322,129	1,081,327
<b>Total</b>	<b>306</b>	<b>20,720,284</b>	<b>16,851,153</b>
<b>b. Headquarters</b>			
<b>Total</b>	<b>784</b>	<b>3,344,038</b>	<b>2,714,146</b>
<b>TOTAL PURCHASES</b>	<b>1,090</b>	<b>24,064,322</b>	<b>19,565,299</b>

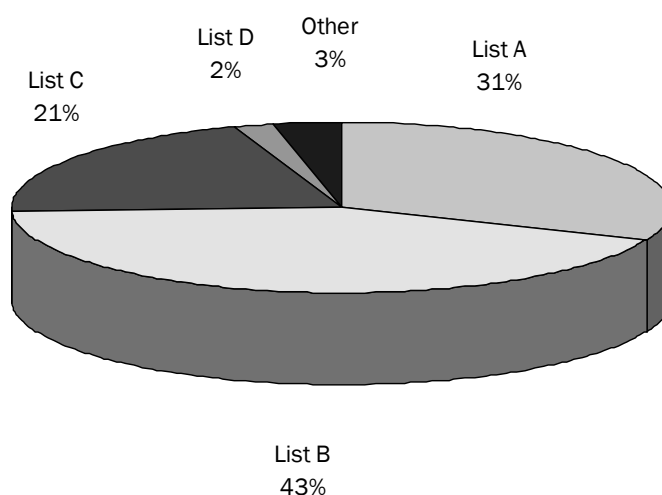
#### II. Contracts for services and work

a. Technical cooperation	Contracts awarded	US\$ equivalent <sup>b</sup>	Euros
List A <sup>a</sup>	117	11,453,316	9,409,679
List B	35	4,007,554	3,272,307
List C	31	8,514,984	6,907,881
List D	13	529,283	430,974
Other	5	249,687	197,262
<b>Total</b>	<b>201</b>	<b>24,754,824</b>	<b>20,218,103</b>
<b>b. Headquarters</b>			
<b>Total</b>	<b>128</b>	<b>20,327,863</b>	<b>16,420,580</b>
<b>TOTAL CONTRACTS</b>	<b>329</b>	<b>45,082,687</b>	<b>36,638,683</b>
<b>GRAND TOTAL</b>	<b>1,419</b>	<b>69,147,009</b>	<b>56,203,982</b>

<sup>a</sup> Refers to the Lists of States in Annex I to the Constitution of UNIDO (GC.11/14).

<sup>b</sup> On basis of monthly United Nations rate of exchange.

**2005 technical cooperation procurement according to Lists of States**



## APPENDIX K

### FIELD REPRESENTATION (As of 31 December 2005)

	<i>UR</i>	<i>STA/IDO</i>	<i>UND</i>	<i>HUO</i>	<i>UNFP</i>	<i>NPO/APO</i>	<i>AE</i>	<i>JPO</i>	<i>GS</i>	<i>Total</i>
<b>AFRICA</b>										
Burkina Faso*	0	0	0	1	0	0	0	0	0	1
Cameroon	1	0	0	0	0	0	0	0	2	3
Côte d'Ivoire	1	0	0	0	0	0	0	0	2	3
Eritrea*	0	0	0	1	0	0	0	0	0	1
Ethiopia	1	0	0	0	0	0	0	1	2	4
Ghana	1	0	0	0	0	0	0	0	2	3
Guinea	1	0	0	0	0	0	0	0	2	3
Kenya	0	0	0	0	0	0	0	0	2	2
Madagascar	0	0	0	0	0	0	0	0	2	2
Mali*	0	0	0	1	0	0	0	0	0	1
Mozambique*	0	0	0	0	1	0	0	0	0	1
Nigeria	0	2	0	0	0	2	0	0	5	9
Rwanda*	0	0	0	1	0	0	0	0	0	1
Senegal	1	0	0	0	0	0	0	0	2	3
Sierra Leone*	0	0	0	1	0	0	0	0	0	1
Togo*	0	0	0	0	1	0	0	0	0	1
Uganda*	0	0	0	0	0	0	0	0	0	0
United Republic of Tanzania	1	0	0	0	0	0	1	1	2	5
Zimbabwe*	0	0	0	0	0	0	0	0	0	0
TOTAL	7	2	0	5	2	2	1	2	23	44
<b>ARAB STATES</b>										
Algeria	1	0	0	0	0	0	0	0	1	2
Egypt	1	0	0	0	0	0	0	0	3	4
Jordan*	0	0	0	1	0	0	0	0	0	1
Lebanon	1	0	0	0	0	0	0	0	2	3
Morocco	1	0	0	0	0	0	0	1	0	2
Sudan	1	0	0	0	0	0	0	0	2	3
Tunisia	1	0	0	0	0	0	0	0	0	1
TOTAL	6	0	0	1	0	0	0	1	8	16
<b>ASIA AND PACIFIC</b>										
Afghanistan*	0	0	0	1	0	0	0	0	0	1
China	1	1	0	0	0	1	0	1	4	8
India	0	1	0	0	0	0	0	0	3	4
Indonesia	1	0	0	0	0	0	0	0	3	4

	UR	STA/IDO	UND	HUO	UNFP	NPO/APO	AE	JPO	GS	Total
Iran (Islamic Republic of)	1	0	0	0	0	0	0	0	2	3
Lao People's Democratic Republic*	0	0	0	1	0	0	0	0	0	1
Pakistan	0	0	0	0	0	0	0	0	2	2
Philippines	0	0	0	0	0	0	0	0	0	0
Sri Lanka*	0	0	0	0	1	0	0	0	0	1
Thailand	1	1	0	0	0	0	0	0	2	4
Viet Nam	1	0	0	0	0	0	0	2	2	5
<b>TOTAL</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>18</b>	<b>33</b>
<b>EUROPE AND NIS</b>										
Armenia*	0	0	0	1	0	0	0	0	0	1
Russian Federation*	0	0	0	0	1	0	0	0	0	1
Turkey*	0	0	1	0	0	0	0	0	2	3
Ukraine*	0	0	0	0	1	0	0	0	1	2
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>7</b>
<b>LATIN AMERICA AND THE CARIBBEAN</b>										
Argentina*	0	0	0	0	0	0	0	0	1	1
Bolivia*	0	0	0	1	0	0	0	0	0	1
Colombia	0	0	0	0	0	0	0	1	3	4
Cuba*	0	0	0	0	0	0	0	0	0	0
Ecuador*	0	0	0	1	0	0	0	0	0	1
Mexico	0	0	0	0	0	1	0	0	2	3
Nicaragua*	0	0	0	1	0	0	0	0	0	1
Uruguay	1	0	0	0	0	0	0	0	2	3
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>14</b>
<b>UNIDO HEADQUARTERS</b>										
Austria	0	0	0	0	0	0	3	0	0	3
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>GRAND TOTAL</b>	<b>19</b>	<b>5</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>60</b>	<b>117</b>

\* Countries where the Organization does not maintain a country or regional office but has field presence through UNIDO Desks or Focal Points.

AE	Associate Expert
APO	Associate Programme Officer
GS	General Service
HUO	Head of UNIDO Operations
IDO	Industrial Development Officer
JPO	Junior Professional Officer
NPO	National Programme Officer
STA	Special Technical Adviser
UND	UNIDO National Director
UNFP	UNIDO National Focal Point
UR	UNIDO Representative

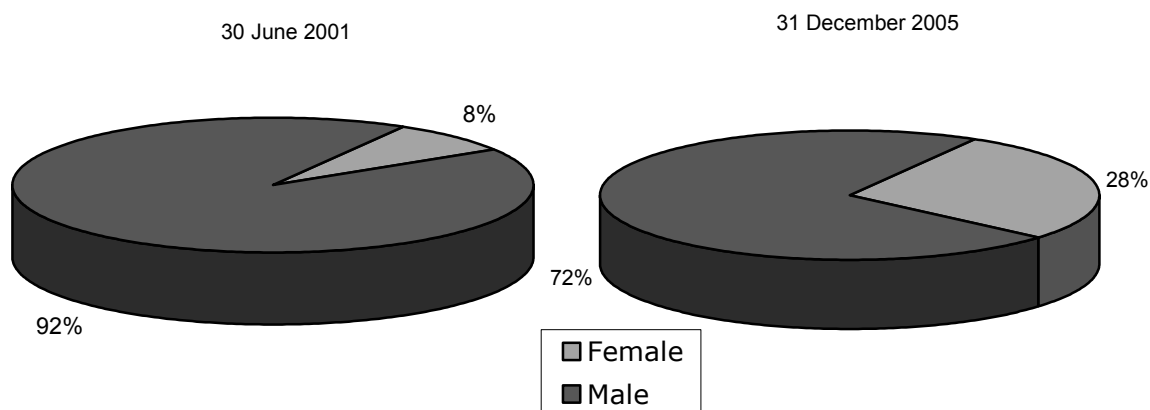
## APPENDIX L

### COMPOSITION OF THE SECRETARIAT AND PERSONNEL-RELATED INFORMATION

**Table 1**  
**Composition of staff at UNIDO Headquarters, 31 December 2005**  
**(Including Geneva and New York Offices)**

<i>Grade</i>	<i>Male</i>	<i>%</i>	<i>Female</i>	<i>%</i>	<i>Total</i>
D-2	5		1		6
D-1	10		7		17
Subtotal	15	65	8	35	23
P-5	43		6		49
P-4	45		20		65
P-3	33		17		50
P-2/1	4		5		9
Subtotal	125	72	48	28	173
Professional and above	140	71	56	29	196
General Service	128	40	193	60	321
TOTAL	268	52	249	48	517

Composition of Professional and higher categories staff at Headquarters and other established offices (at D-1 level and above)



**Table 2**  
**Recruitment for advertised vacancies since introduction of HRM Framework**  
 (5 June 2001 – 31 December 2005)

	Male	%	Female	%
Professional-level posts at D-1 level and above	9	53	8	47
Total number of Professional-level posts	67	68	31	32

**Table 3**  
**Promotion of staff since introduction of HRM Framework**  
 (5 June 2001 – 31 December 2005)

	D-2		D-1		P-5		P-4		P-3		P-2		G-7		G-6		G-5		G-4		G-3		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
2001									1	1					3	11	5	26	2	1	5		55
2002							1	5	3	4						9	5	26	7		3		63
2003	2		1	1	9	1	4	2	1						2	15	6	27	3	1	16		91
2004			1		1		1	3			1	1			2	3	1	1	1	2			18
2005	2		1	1	5	2	5	2	1			1		1	1	11	12			3	5		53
TOTAL	4		3	2	15	3	11	12	5	5	2	2		1	8	49	29	80	16	9	24		280

**Table 4**  
**Composition of staff at Headquarters and other established offices,**  
**31 December 2005**

	Headquarters	Geneva/ New York	Field	Mission assignments	ITPOs <sup>a</sup>	Total
Professional	192	4	22	1	27	246
National Officer			16		3	19
General Service	319	2	55	1	5	382
TOTAL	511	6	93	2	35	647

<sup>a</sup> Investment and Technology Promotion Offices.

**Table 5**  
**Composition of staff in posts subject to geographical distribution,**  
**31 December 2005**

Grade	Male	%	Female	%	Total	
D-2	5		1		6	
D-1	14		7		21	
Subtotal		19	70	8	30	27
P-5	55		7		62	
P-4	44		20		64	
P-3	35		17		52	
P-2/1	4		5		9	
Subtotal		138	74	49	26	187
TOTAL		157	73	57	27	214

## APPENDIX M

### STAFF DEVELOPMENT Courses held in 2005

Module	Hours/ Course	Courses	Participants					Total
			ODG	PTC	PCF	ADM	OCG	
<i>I. Orientation programme</i>								
Orientation programme for Heads of UNIDO operations	42	2	0	0	18	1	0	19
<b>Subtotal</b>	<b>42</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>19</b>
<i>II. Executive development and management</i>								
Expanded Board of Directors retreat	14	1	6	11	21	7	5	50
Moderation techniques	21	1	1	0	0	1	2	4
Managing performance from a RBM perspective	5	6	1	17	13	30	5	66
Public speaking and presentation skills	20	2	1	8	1	2	0	12
Managing change and productivity while promoting health	3.5	2	0	23	0	1	0	24
<b>Subtotal</b>	<b>63.5</b>	<b>12</b>	<b>9</b>	<b>59</b>	<b>35</b>	<b>41</b>	<b>12</b>	<b>156</b>
<i>III. Technical competencies upgrading</i>								
External training	156	10	0	0	0	6	1	7
Effective project management	28	1	0	1	0	0	0	1
Implementing ISO 9000	30	1	0	1	0	0	0	1
Focus seminar on private sector development	14	1	0	20	23	1	1	45
English report writing	20	2	0	5	3	1	1	10
Logical framework approach	14	1	0	11	2	2	0	15
Regional workshop Uganda (Strengthening professional excellence)	21	2	0	0	71	0	0	71
<b>Subtotal</b>	<b>283</b>	<b>18</b>	<b>0</b>	<b>38</b>	<b>99</b>	<b>10</b>	<b>3</b>	<b>150</b>
<i>IV. Information technology training</i>								
MS Word advanced	7	5	3	12	7	15	1	38
MS PowerPoint advanced	7	4	4	14	3	9	1	31
MS Excel advanced	11	5	3	9	9	11	3	35
MS Project	17	2	0	8	3	3	0	14
Visual Net Programming	60	2	0	0	1	1	5	7
<b>Subtotal</b>	<b>102</b>	<b>18</b>	<b>10</b>	<b>43</b>	<b>23</b>	<b>39</b>	<b>10</b>	<b>125</b>
<i>V. Language training</i>								
IAEA	40	2	3	4	2	8	1	18
<b>Subtotal</b>	<b>40</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>1</b>	<b>18</b>
<b>GRAND TOTAL</b>	<b>530.5</b>	<b>50</b>	<b>22</b>	<b>144</b>	<b>179</b>	<b>99</b>	<b>26</b>	<b>468</b>



## APPENDIX N

SELECTED PUBLICATIONS<sup>a</sup> ISSUED

<i>Title</i>	<i>Reference</i>	<i>Co-publisher</i>	<i>Language</i>
Accréditation, certification, normalisation, métrologie, promotion de la qualité—Contribution à l'étude du droit lié à la qualité dans l'espace UEMOA	V.05-87373		F
Annual Report of UNIDO, 2004	ISSN 1020-7651		A, C, E, F, R, S
List of UNIDO technical cooperation activities, 2004	ISSN 1020-7716		
Buyers guide published during ToyBiz, New Delhi		Toy Association of India	E
COMFAR III Business Planner, Version 3.0	Software		*
COMFAR III Expert, Version 3.0	Software		*
COMFAR III Mini Expert, Version 3.0	Software		*
Company Project Profile (CPP)	Software		E
Dreamweavers: Industrial development programme for income and employment generation in Mindenao	DVD (V.05-90064)		E
Experiences on the application of cleaner production in the leather industry in selected African countries. Enhancing and improving the efficiency and environmental image of African tanneries		Eastern and Southern Africa Leather Industries Association (ESALIA)	E
Fashion and leather in Fes		Ministère de l'Industrie du Commerce et de la Mise à Niveau de l'Economie, Maroc	E, F
Food processing toolkits	CD-ROM	FAO	E
Foreign direct investment in South-East Asia: Experience and future policy implications for developing countries			E
Ghana—Consultative forum strengthening competencies for governance and economic management	V.05-88508		E
Guide du constructeur du séchoir hybride	V.05-85654		F
Guide du sécheur de figues	V.05-83575		F
Guide du sécheur de prunes	V.05-84308		F
How to start agro-food industries	CD-ROM		E, F, S
Industrial Development Report 2005	ISBN 92-1-106432-5		E
Industrial Development Report 2005—Background paper series:			E
Interpreting Ireland's economic growth	V.05-88732		
Catching Up: What are the critical factors for success?	V.05-88722		
Historical patterns in the co-evolution of higher education, public research and national industrial capabilities	V.05-88733		
The role of knowledge-based "public goods" in economic "catch-up": Lessons from history	V.05-88721		

<i>Title</i>	<i>Reference</i>	<i>Co-publisher</i>	<i>Language</i>
The pillars of progress: Metrics for science and technology infrastructure	V.05-89006		
Measuring the demand of trade-related technological public goods in Argentina	V.05-89008		
Formation and growth of sectoral innovation systems—"Functional analysis" as a tool for policymakers in identifying policy issues	V.05-89007		
Food safety capacity-building needs—The Argentine food activity	V.05-89009		
Standards, technical change and intellectual property rights: Lessons from industrialized countries for developing countries	V.05-89271		
Science, technology and innovation in developing countries: Some elements for defining policies and assigning resources	V.05-89270		
Industrial development Scoreboard	CD-ROM		E
Innovative manufacturing solutions and technology trends	CD-ROM		E
Interactive computer-based training course for sewing machine operations and maintenance of lock-stitch sewing machines	CD-ROM DVD		E
Investment paper series 2005: Foreign direct investment: Issues and challenges of promotion			E
Investment project preparation and appraisal teaching materials:	Also CD-ROM (V.05-89244)		E
Module 1—Overview	V.05-87055		
Module 2—Market analysis and marketing	V.05-87056		
Module 3—Technical analysis	V.05-87057		
Module 4—Financial analysis	V.05-87095		
Module 5—Economic analysis	V.05-87059		
Module 6—Expansion/modernization projects	V.05-87060		
Module 7—Project appraisal	V.05-87061		
Kobold technology promotion and transfer for marine current exploitation in South East Asia	V.05-87071		E
Le consommateur, destinataire final de tout dispositif qualité			F
Le système ouest-africain d'accréditation—Clé d'accès aux marchés mondiaux	V.05-86990		F
Les petites et moyennes entreprises alimentaires à l'heure de la qualité—Approche qualité de l'ONUDI dans le secteur agroalimentaire: Expérience et études de cas au Burkina Faso			F
Methodology: Development of SME supplier networks	V.05-84118		E, S

<i>Title</i>	<i>Reference</i>	<i>Co-publisher</i>	<i>Language</i>
Mise en valeur des productions agroalimentaires de l'UEMOA, cas de la "filière viande bovine" du Niger			F
Productivity in developing countries: Trends and policies	V.05-89358		E
Productivity performance in developing countries—Country case studies			E
Argentina	V.05-89842		
Brazil	V.05-89890		
Chile	V.05-89821		
China	V.05-89906		
Egypt	V.05-89786		
India	V.05-89887		
Indonesia	V.05-89617		
Kenya	V.05-89800		
Mexico	V.05-89898		
Morocco	V.05-89820		
Nigeria	V.05-89888		
Republic of Korea	V.05-89616		
South Africa	V.05-89889		
United Republic of Tanzania	V.05-89616		
Promouvoir l'accès des produits agroalimentaires de l'UEMOA au marché de l'Union européenne	V.05-87148		F
Protocols for environmental and health assessments of mercury released by artisanal and small-scale gold miners	ISBN 92-1-106429-5		E
Rural energy for productive use	CD-ROM		E
Shaping the future—A guide on intellectual property rights for the Indian machine tool industry		Indian Machine Tool Manufacturers Association	E
Technical working paper series 1999-2005 (Small and Medium Enterprises Branch)	CD-ROM (V.05-89676)		E
Technical working paper series of Small and Medium Enterprises Branch:			E
Combining strengths: Synergies between cluster development and microfinance	V.05-87072		
Private sector development: The support programmes of the Small and Medium Enterprises Branch	V.05-91389		
Technology foresight for decision makers	CD-ROM		E
Technology foresight for organizers	CD-ROM		E
Technology foresight for practitioners	CD-ROM		E
Technology paper series 2005: UNIDO's contribution to technological development: Enhancing developing countries' ability to absorb and master technology			E

<i>Title</i>	<i>Reference</i>	<i>Co-publisher</i>	<i>Language</i>
Technology roadmapping for developing countries	V.05-89320		E
The Global Compact case studies series: Sustainable supply chains	V.05-86161	United Nations	E
The Montreal Protocol: Partnerships changing the world		UNEP, UNDP, World Bank	E
The UNIDO story—Twenty years as a United Nations specialized agency 1985-2005	Also CD-ROM		E
Trade capacity-building—Working paper series 2005:			E
Relevance of UNIDO services to the responses to the WTO questionnaire in document G/TBT/W/178	V.05-87609		
Establishment of national capability—Providing instrumentation support services: case study	V.05-87613		
Dynamics of national systems of innovations in developing countries and transition economies			
Financing innovation			
Instruments for strategy and policy: Modelling the structure of the policymaking on science and technology			
Training package on investment and technology promotion: Joint ventures and strategic partnerships	V.03-90384		E
Uganda—Review of industrial and trade performance	V.05-81975		E
UNIDO in the press—UNIDO on the world stage, January 2002 to March 2005	V.05-84987 also CD-ROM		E
UNIDO technology foresight manual—Organization and methods (Vol. 1)	V.04-55081 also CD-ROM (V.04-55099)		E
UNIDO technology foresight manual—Technology foresight in action (Vol. 2)	V.04-56569 also CD-ROM (V.04-55099)		E
Vers une modernisation de l'inspection sanitaire alimentaire dans la zone UEMOA			F

<sup>a</sup> Includes publications prepared jointly with other organizations. A more complete list, including CDs, DVDs, databases, software and videos, can be accessed from the UNIDO website ([www.unido.org/doc/6397](http://www.unido.org/doc/6397)).

\* Chinese, Croatian, Czech, English, Farsi, French, German, Indonesian Bahasa, Italian, Japanese, Korean, Polish, Portuguese, Russian, Slovak, Spanish.

## APPENDIX O

### EXPERT GROUP MEETINGS, SYMPOSIUMS, SEMINARS AND OTHER MEETINGS<sup>a</sup>

<i>Date</i>		<i>Place</i>
11-14 January	Vibrant Gujarat Global Investor's Summit 2005	Ahmedabad India
24-26 January	Third meeting on harmonization of legal texts and regulations	Ouagadougou Burkina Faso
25 January	UNIDO Leather Day	Nairobi Kenya
28 January- 1 February	Shilpgram during Stonemart 2005	Jaipur India
29 January- 2 February	International buyer-seller meet during India Stonemart 2005*	Jaipur India
12 February	Buyer-seller meet during the international toy fair	Nuremberg Germany
19 February	Seminar on innovative manufacturing solutions and technology trends*	New Delhi India
21-23 February	First meeting of the technical steering committee for the UEMOA quality award	Ouagadougou Burkina Faso
22-25 February	Seminar on standardization, certification, quality and drying technology	Battambang Cambodia
23-25 February	Expert group meeting on potential and synergies for exploitation of marine currents in South-East Asia	Jakarta Indonesia
25-26 February	Workshop on export consortia promotion for support institutions	Hammamet Tunisia
3-4 March	Global Partners Symposium	Vienna Austria
9-11 March	First meeting of the inter-comparison network of laboratories and proficiency testing	Ouagadougou Burkina Faso
11 March	Seminar on business partnership for promoting industrial competitiveness*	New Delhi India
14-16 March	Fifth meeting on coordination of standardization structures	Ouagadougou Burkina Faso
16 March	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Dar es Salaam UR of Tanzania
16-18 March	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Managua Nicaragua
21-23 March	Expert group meeting on foreign direct investment in South-East Asia: Experience and future policy implications for developing countries	Bangkok Thailand
23 March	Workshop on new product development for participants from the Bangalore machine tool cluster*	Bangalore India
29 March	Seminar on investment opportunities in Mozambique and Uganda	Jakarta Indonesia
30 March-1 April	First meeting of the regional quality coordination committee	Ouagadougou Burkina Faso
31 March	Seminar on investment opportunities in Mozambique and Uganda	Kuala Lumpur Malaysia
5 April	Seminar on investment opportunities in Mozambique and Uganda	New Delhi India

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

<i>Date</i>		<i>Place</i>
6-7 April	Meeting on combating marginalization and poverty through industrial development (COMPID)	Vienna Austria
7 April	Seminar on investment opportunities in Mozambique and Uganda	Mumbai India
8 April	Inaugural meeting of the Small and Medium Enterprises Promotion and Development Committee	Vientiane Lao PDR
14 April	Interaction meeting with agro-food cluster*	Shimla India
18-20 April	Regional workshop on pre-slaughter defects of hides and skins and intervention options in East Africa: Harnessing the leather industry to benefit the poor	Addis Ababa Ethiopia
19 April	Seminar on investment opportunities in Mozambique and Uganda	Shanghai China
21 April	Seminar on investment opportunities in Mozambique and Uganda	Wenzhou China
25-26 April	Round table on manufacturing and application of kobold turbine systems for energy production	Guangzhou China
25-27 April	Second meeting of the inter-comparison network of laboratories and proficiency testing	Ouagadougou Burkina Faso
26 April	Seminar on investment opportunities in Mozambique and Uganda	Tokyo Japan
27-28 April	Meeting of the steering committee of the GEF-UNDP first regional mini/micro-hydro capacity-development initiative and investment in rural electricity access	Vienna Austria
28-29 April	Round table on manufacturing and application of kobold turbine systems for energy production	Manila Philippines
29 April	Seminar on investment opportunities in Mozambique and Uganda	Seoul Republic of Korea
2-4 May	Second meeting of the technical steering committee for the UEMOA quality award	Ouagadougou Burkina Faso
2-5 May	Regional technical and scientific working group and project steering committee meeting on reduction of environmental impact from coastal tourism through introduction of policy changes and strengthening public-private partnerships	Mahé Seychelles
3 May	Seminar on investment opportunities in Mozambique and Uganda	Daegue Republic of Korea
6-8 May	First machine tool industry summit*	Goa India
9-13 May	International workshop on removal of barriers to the introduction of cleaner artisanal gold mining and extraction technologies	Kadoma Zimbabwe
10-12 May	Programme and Budget Committee, twenty-first session	Vienna Austria
11-12 May	Industrial Development Report 2005 workshop	Vienna Austria
18-20 May	Expert group meeting on a private sector development policy toolbox	Vienna Austria
18-20 May	Fourth meeting on harmonization of legal texts and regulations	Ouagadougou Burkina Faso
20-23 May	Global Subcontracting and Partnership Exchange supply chain conference	Beijing China
23-25 May	Second meeting of the regional quality coordination committee	Ouagadougou Burkina Faso

<i>Date</i>		<i>Place</i>
25 May	Stakeholders' workshop on information support for MSMEs	Dar es Salaam UR of Tanzania
25-26 May	Second regional conference of the technology foresight study on the productive chain of the fishery industry in the South American Pacific coast	Manta Ecuador
27 May	Stakeholders' workshop on information support for MSMEs	Zanzibar UR of Tanzania
1 June	Workshop on city management decision-making and informatization indexes	Shanghai China
1-3 June	Seventh internal technical coordination workshop	Ouagadougou Burkina Faso
1-4 June	Workshop on fishery resources survey planning and methodologies	Accra Ghana
4 June	Awareness seminar on industrial subcontracting and partnership exchange	Muscat Oman
5 June	Awareness seminar on industrial subcontracting and partnership exchange	Abu Dhabi UAE
6-7 June	Sixth meeting of the regional committee	Ouagadougou Burkina Faso
9 June	Round table on the new role of government in fostering competitiveness in the global industrial setting	Moscow Russian Federation
9-11 June	International conference on the role of organizations of the private sector and civil society in promotion, transfer, adaptation and diffusion of new technology and innovation	Moscow Russian Federation
14 June	Workshop on SME promotion and development fund	Vientiane Lao PDR
16 June	Workshop on cost management and business planning for machine tool units*	Bangalore India
20-23 June	Industrial Development Board, thirtieth session	Vienna Austria
20-23 June	Meeting of the consultative accreditation committee of the West African Accreditation System (SOAC)	Ouagadougou Burkina Faso
27-28 June	High-level expert group consultation meeting on new forms of industrial governance	Riyadh Saudi Arabia
27-29 June	Second meeting on comparative analysis relating to standards needed for trade exchanges	Ouagadougou Burkina Faso
30 June-1 July	Asia-Africa Investment and Technology Promotion Centre project: Fifth Asian business mission	Maputo Mozambique
4-5 July	Asia-Africa Investment and Technology Promotion Centre project: Fifth Asian business mission	Kampala Uganda
4-6 July	Third meeting of the regional committee on quality coordination	Ouagadougou Burkina Faso
7 July	International workshop on removal of barriers to the introduction of cleaner artisanal gold mining and extraction technologies	Jakarta Indonesia
9-11 July	Buyer-seller meet with toy units during ToyBiz 2005	New Delhi India
13-15 July	Second international conference on the process of innovation and learning in dynamic city regions	Bangalore India
15-16 July	International seminar on machining technologies*	Bangalore India
18-20 July	Sixth meeting on regional coordination of standardization structures	Ouagadougou Burkina Faso

<i>Date</i>		<i>Place</i>
18-21 July	Second regional technical working group and project steering committee meeting on enhancing conservation and rationale utilization of medicinal, aromatic and pesticidal plants through sustainable land management	Abuja Nigeria
25-27 July	Third meeting on comparative analysis relating to standards needed for trade exchanges	Ouagadougou Burkina Faso
18 August	Workshop on intellectual property rights in the machine tool sector	Bangalore India
22-24 August	Third meeting of the inter-comparison network of laboratories and proficiency testing	Ouagadougou Burkina Faso
22-24 August	Fourth meeting on comparative analysis relating to standards needed for trade exchanges (cotton)	Ouagadougou Burkina Faso
22-26 August	Regional workshop on methods for the estimation of maximum sustainable yield	Accra Ghana
23-26 August	Regional meeting of the UNIDO network of cleaner production in Latin America	Guatemala City Guatemala
24 August	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Vientiane Lao PDR
26 August	International workshop on removal of barriers to the introduction of cleaner artisanal gold mining and extraction technologies	Vientiane Lao PDR
29-31 August	Fifth meeting on comparative analysis relating to standards needed for trade exchanges (shea butter)	Ouagadougou Burkina Faso
29-31 August	Technical meeting on the validation of the comparative study on the use of standardization and conformity assessment of public markets	Ouagadougou Burkina Faso
1-3 September	Technology seminar on maximizing productivity of CNC machining centres*	Bangalore India
7-8 September	Conference on international public goods for economic development	Boston USA
8-11 September	Ninth China International Fair for Investment and Trade (CIFIT)	Xiamen China
10-14 September	Fifteenth session of the UNIDO Leather and Leather Products Industry Panel	León Mexico
12-16 September	Experts workshop on plankton and benthos analyses	Accra Ghana
14 September	BAMTECH 2005 (Bamboo technology seminar)	Accra Ghana
15-16 September	Conference on exploitation of marine currents for energy production	Messina Italy
15-16 September	Seminar on linking the Kyoto project-based mechanisms with the European Union emissions trading scheme	Vienna Austria
20 September	Chemical management side event during the third Preparatory Committee for the Development of a Strategic Approach to International Chemicals Management	Vienna Austria
21-23 September	Regional technical and scientific working group and project steering committee meeting on reduction of environmental impact from coastal tourism through introduction of policy changes and strengthening public-private partnerships	Mombassa Kenya
21-23 September	Expert group meeting on transforming industrial energy efficiency markets in South-East Asia	Pattaya City Thailand
22-24 September	Expert group meeting on SME export consortia promotion	Olbia Italy



<i>Date</i>		<i>Place</i>
23 September	Round table on sustainable competitiveness and growth: Relevance of the Slovak economic reform for emerging economies	Bratislava Slovakia
26-28 September	Global task force meeting on the global mercury project	Salvador da Bahia Brazil
26-28 September	Eighth internal technical coordination workshop	Ouagadougou Burkina Faso
26-28 September	APCI subregional conference on improving industrial performance and promoting employment in Northern Africa	Tunis Tunisia
28-30 September	Meeting of the jury of the UEMOA quality award	Ouagadougou Burkina Faso
29 September	Launch of workshop on unleashing the potential of MSMEs in Ethiopia	Addis Ababa Ethiopia
29 September	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Addis Ababa Ethiopia
29-30 September	Seventh meeting of the regional committee	Ouagadougou Burkina Faso
3-5 October	Regional technical and scientific working group and project steering committee meeting on reduction of environmental impact from coastal tourism through introduction of policy changes and strengthening public-private partnerships	Banjul Gambia
5 October	Stakeholders' workshop on corporate social responsibility	Dar es Salaam UR of Tanzania
8 October	Workshop on machine tool units—decision-making in complex situations*	Bangalore India
10-14 October	Regional workshop on validation of the results from the Guinea Current Large Marine Ecosystem and other assessment surveys	Accra Ghana
13-14 October	Expert group meeting on promoting youth entrepreneurship development in East Asia	Nairobi Kenya
15-16 October	International workshop on renewable energy technology and investment and BlueSky award presentation ceremony	Shenzhen China
19-20 October	Stakeholders' workshop on corporate social responsibility	Managua Nicaragua
21 October	IETA/CTI/UNIDO joint forum on project formation	Madrid Spain
26-28 October	APCI subregional conference on improving industrial performance and promoting employment in COMESA	Lusaka Zambia
7 November	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Bujumbura Burundi
7-8 November	Review meeting "Support for the development and uptake of CDM projects in the industrial sector" (Pilot project in cooperation with Austrian industry)	Vienna Austria
7-9 November	International expert group meeting on appropriate technologies for sustainable building in developing countries*	Bangalore India
8-9 November	Conference on raising competitiveness of enterprises by using management systems	Moscow Russian Federation
16 November	Conference on economic development and national security: The case of India	Washington D.C. USA
22-23 November	Expert group meeting on youth entrepreneurship development through renewable energy in Central America and the Caribbean	Mexico City Mexico

<i>Date</i>		<i>Place</i>
23-24 November	National workshop on technology needs assessment	Cebu City Philippines
28 November	Forum on industrial development, trade and poverty alleviation through South-South cooperation	Vienna Austria
28 November- 2 December	General Conference, eleventh session	Vienna Austria
29 November	Round table on promotion of trade through industrial capacity development	Vienna Austria
29 November	Round table on cooperation in technology transfer	Vienna Austria
29 November	Presentation on productivity in developing countries: Trends and policies	Vienna Austria
29-30 November	National workshop on technology needs assessment	Jakarta Indonesia
30 November	Presentation on trade-capacity building—The UEMOA experience	Vienna Austria
30 November	Round table on trade-capacity building—The UNIDO-WTO joint programme	Vienna Austria
30 November	Presentation on activities in the field of multilateral environmental agreements	Vienna Austria
1 December	Presentation on a business partnership programme	Vienna Austria
4-5 December	Expert group meeting for GCC members to enhance technology transfer operations for the benefit of the private sector in response to the Stockholm Convention on POPs	Manama Bahrain
4-9 December	Regional technical seminar on assistance to the agricultural machinery sector of the Maghreb region	Algiers Algeria
5-6 December	Business forum on Kenya and Uganda	Vienna Austria
5-6 December	National workshop on technology needs assessment	Nairobi Kenya
5-9 December	Second regional technical and scientific working group and project steering committee meeting on reduction of environmental impact from coastal tourism through introduction of policy changes and strengthening public-private partnerships	Calabar Nigeria
6 December	Workshop on technology trends*	Rajkot India
12 December	Stakeholders' workshop on corporate social responsibility	Jakarta Indonesia
12 December	Expert group meeting for setting up the Toy Design and Development Institute under the national programme for the development of the Indian toy industry	New Delhi India
12-16 December	Expert group meeting on metrological traceability	Vienna Austria
12-16 December	Regional workshop on integrated coastal area management	Calabar Nigeria
14 December	Workshop on product development and marketing for the Ethiopian leather industry	Addis Ababa Ethiopia
14 December	Workshop on enforcement of the code of good practice and standards in the Ugandan leather industry	Kampala Uganda
14-16 December	Expert group meeting on industrial biotechnology and biomass utilization—Prospects and challenges for the developing world	Vienna Austria

<i>Date</i>		<i>Place</i>
14-16 December	Expert group meeting on relevance of modern biomass technologies in Africa	Bangalore India
15 December	UNIDO/WTO joint programme "Pilot joint projects and the cotton initiative" (Side event organized during the sixth Ministerial Meeting of the WTO)	Hong Kong SAR China
15-16 December	Global stone technology forum*	Jaipur India
15-16 December	Global technology meet on stone industry technology	Jaipur India
19 December	Stakeholders' meeting/validation workshop on UNDP/UNIDO programme for private sector development	Abuja Nigeria
21-23 December	Meeting on technology capacity-building programme for building a knowledge-based economy	Bangkok Thailand
27-29 December	Meeting on technology capacity-building programme for building a knowledge-based economy	Kuala Lumpur Malaysia

\* ICAMT meeting (International Centre for Advancement of Manufacturing Technology).

## APPENDIX P

### INDUSTRIAL STATISTICS

<i>Title</i>	<i>Description</i>
The International Yearbook of Industrial Statistics 2005	This annual commercial publication (Edward Elgar Publishing Ltd., Cheltenham, UK) provides worldwide statistics on current structure, performance and trends in the manufacturing sector and facilitates detailed international comparisons relating to the manufacturing sector.
UNIDO Industrial Statistics Database at the 3-digit level of ISIC (Revision 2) (INDSTAT3), 2005 edition	CD-ROM sales version of the UNIDO database on selected key industrial statistics at the 3-digit level of revision 2 of ISIC (comprising 28 industrial branches) with user-friendly interfaces for data search, exporting and manipulation. For a summary description please consult the UNIDO website.
UNIDO Industrial Statistics Database at the 4-digit level of ISIC (Revisions 2 and 3) (INDSTAT4), 2005 edition	CD-ROM sales version of the UNIDO database on selected key industrial statistics at the most detailed level of ISIC (comprising 128 industries) with user-friendly interfaces for metadata reference, data search, exporting and manipulation. For a summary description please consult the UNIDO website.
UNIDO Industrial Demand-Supply Balance Database at the 4-digit level of ISIC (Revisions 2 and 3) (IDSB), 2005 edition	CD-ROM sales version of the UNIDO database on production, trade and consumption, in United States dollars, at the most detailed level of ISIC (comprising 128 industries) with user-friendly interfaces for data search, exporting and manipulation. For a summary description please consult the UNIDO website.

## ABBREVIATIONS

### A

AE	Associate Expert
AIDS	acquired immunodeficiency syndrome
APCI	African Productive Capacity Initiative
APO	Associate Programme Officer
ASEAN	Association of Southeast Asian Nations
ASHI	after-service health insurance

### B

BMS	Buildings Management Services (UNIDO)
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### C

CAD	computer aided design
CAM	computer aided manufacturing
CAMI	Conference of African Ministers of Industry
CDM	Clean Development Mechanism
CD-ROM	compact disc, read-only-memory
CE	Conformité Européenne
CEB	Chief Executives Board for Coordination
CFC	Common Fund for Commodities
CIFIT	China International Fair for Investment and Trade
CNC	computer numerical control
CO <sub>2</sub>	carbon dioxide
COMESA	Common Market of Eastern and Southern Africa
COMFAR	Computer Model for Feasibility Analysis and Reporting
COMPID	combating marginalization and poverty through industrial development
CP	cleaner production
CPP	company project profile
CSF	country service framework
CSO	civil society organization
CSR	corporate social responsibility
CTI	Climate Technology Initiative
CTPH	Conservation Through Public Health

### D

D	Director
DFID	Department for International Development (United Kingdom)
DVD	digital versatile disc

**E**

EAE	energy and environment
ECOSOC	United Nations Economic and Social Council
ECOWAS	Economic Community of Western African States
ESALIA	Eastern and Southern Africa Leather Industries Association
EST	environmentally-sound technology
EU	European Union
EUETS	European Union Emissions Trading Scheme
EVG	Evaluation Group (UNIDO)
ExCom	Executive Committee of the Multilateral Fund of the Montreal Protocol

**F**

FAO	Food and Agriculture Organization of the United Nations
FDI	foreign direct investment

**G**

GC	General Conference
GCC	Gulf Cooperation Council
GEF	Global Environment Facility
GHP	good hygiene practices
GMP	good manufacturing practices
GS	General Secretariat (OAS)
GS	General Service
GVC	global value chain

**H**

HACCP	hazard analysis and critical control point
HIV	human immunodeficiency virus
HLCP	High-Level Committee on Programmes
HRM	human resource management
HUO	Head of UNIDO Operations

**I**

IAEA	International Atomic Energy Agency
ICHET	International Centre for Hydrogen Energy Technology
ICM	Information and Communication Management (UNIDO)

ICOC	Istanbul Chamber of Commerce
ICT	information and communication technology
IDB	Industrial Development Board
IDF	Industrial Development Fund
IDO	Industrial Development Officer
IDSB	industrial demand-supply balance
IETA	International Emissions Trading Association
IIC	Inter-American Investment Corporation
ILO	International Labour Organization
IMIS	Integrated Management Information System
IMO	International Maritime Organization
INDSTAT	industrial statistics
IP	integrated programme
IPS	investment promotion service
IPU	Investment Promotion Unit
ISIC	international standard industrial classification of all economic activities
ISIPO	Iran Small Industries and Industrial Parks Organization
ISO	International Organization for Standardization
ITPO	Investment and Technology Promotion Office

**J**

JIU	Joint Inspection Unit
JPO	Junior Professional Officer

**K**

KW	kilowatt
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**L**

LDC	least developed country
LLPI	leather and leather products industry

**M**

MDG	Millennium Development Goal
MOSS	Minimum Operational Security Standards
MOU	memorandum of understanding
MSME	micro, small and medium enterprise
MVA	manufacturing value added

**N**

NCPC	National Cleaner Production Centre
NEP	national enquiry point

NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NIS	Newly Independent State
NPO	National Programme Officer
<b>O</b>	
OAS	Organization of American States
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODS	ozone-depleting substance
OECD	Organisation for Economic Cooperation
<b>P</b>	
P	professional
PCB	polychlorinated biphenyl
POP	persistent organic pollutant
PRP	poverty reduction through productive activities
PSD	private sector development
<b>R</b>	
RB	regular budget
RBB	results-based budgeting
RBM	results-based management
<b>S</b>	
SADC	Southern African Development Community
SME	small or medium enterprise
SOAC	West African Accreditation System
SPX	subcontracting and partnership exchange
STA	Special Technical Adviser
<b>T</b>	
TC	technical cooperation
TCB	trade capacity-building
TF	technology foresight
TSB	Tanzania Sisal Board
<b>U</b>	
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UND	UNIDO National Director



UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFIP	United Nations Fund for International Partnerships
UNFP	UNIDO National Focal Point
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
UR	UNIDO Representative

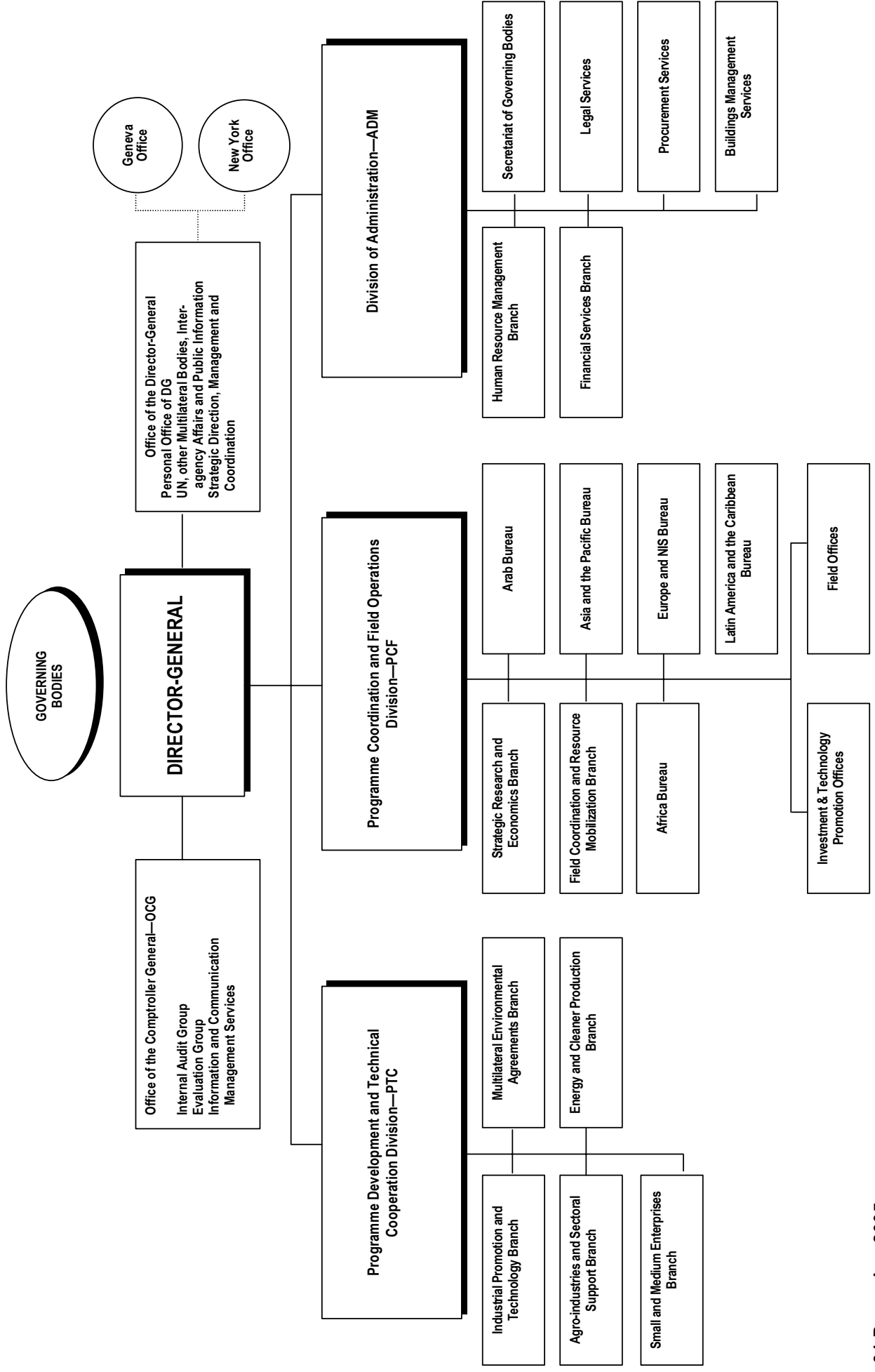
**V**

VBO	Vienna International Centre-based organization
VIC	Vienna International Centre

**W**

WEs	women entrepreneurs
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization







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