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### Implementation of the medium-term programme framework, 2006-2009

## Implementation of medium-term programme framework, 2006-2009, including South-South cooperation, regional programme for Latin America and the Caribbean and UNIDO access to the Global Environment Facility

### Report by the Director-General

Updates the report (IDB.33/17) on the implementation of the medium-term programme framework 2006-2009, including South-South cooperation, the regional programme on Latin America and the Caribbean, and UNIDO access to the Global Environment Facility, presented to the thirty-third session of the Industrial Development Board, 25-27 June 2007.

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## **I. Introduction**

1. This document updates the comprehensive information on the implementation of the medium-term programme framework (MTPF) for 2006-2009 provided to the thirty-third session of the Industrial Development Board in document IDB.33/17. In doing so, it offers information both on the further development of major activities and services referred to in that document, and on the initiation of important new activities since the issuance of that document. This document should therefore be seen as a supplement to document IDB.33/17.

2. As in the case of document IDB.33/17, this document provides information on the implementation of the MTPF for 2006-2009 according to UNIDO's three areas of thematic focus (poverty reduction through productive activities, trade capacity-building, and environment and energy) as well as the Organization's research programme and measures adopted to strengthen UNIDO's field presence and operations. In addition, in response to requests received from the Member States, it presents updated information on UNIDO's efforts to promote South-South cooperation, implement the regional programme for Latin America and the Caribbean (LAC), and generate increased access to funding from the Global Environment Facility (GEF).

## **II. Poverty reduction through productive activities**

3. Owing to the need for post-crisis countries to construct a productive sector based on agriculture-led industrialization, agro-processing has continued to constitute an important component of UNIDO's poverty reduction efforts in countries such as Afghanistan, Burundi, Guinea, Haiti, Iraq and Uganda. In Iraq, UNIDO has continued to lead the effort to re-establish a modern dairy market and create a viable dairy supply chain producing high quality, safe and locally available dairy products provided by skilled and organized dairy producers. As the agro-industries become more integrated into the larger economy, they will create an important pillar for the development of a processed food industry in Iraq.

4. Responding to a request from the Government of Sudan to integrate youth entrepreneurship within the technical vocational training system, and to rehabilitate vocational technical training centers (VTCs) for entrepreneurship development, a major project with European Union (EU) funding of 10 million euros is being implemented with the Governor's office for Khartoum State to establish four centres and rehabilitate another. Implementation of a similar programme in Malakal, Southern Sudan, has continued with funding of 700,000 euros from the Netherlands. A programme to integrate entrepreneurship into VTCs has been approved for Wau State (with Multi-Donor Trust Fund/World Bank funding of US\$ 1 million). These activities follow a pro-poor private sector development strategy with public-private sector linkages for job creation, and enhancing access to self-employment and sustainable income through micro and small businesses for the urban poor, including youth, women and internally displaced persons.

5. UNIDO's engagement in countries emerging from crisis has also focused on specific target groups, such as the reintegration of ex-combatants. In Uganda, under a "Skills for Peace and Income" project, which has become a central component in

the national attempts at reconciliation, four Community Productivity and Training Centers (CPTC) and the New Vocational Training Institute (NVTI-PRAFORD) were inaugurated in June 2007, offering product-oriented blacksmithing, welding, and metal work as well as furniture making courses with the goal of creating a viable network of micro and cottage industries.

6. The United Nations Global Compact (GC) office has entrusted UNIDO with the coordination of an international task force on small and medium enterprises (SMEs) and corporate citizenship with the purpose of developing an Operational Guide for SMEs. This guide is intended to help increase the number of active SMEs in the Global Compact by assisting them in implementing the GC's Ten Principles. It was launched during the GC Leaders Summit in July 2007.

7. The joint UNODC/UNIDO publication "Corruption Prevention to Foster Small and Medium-sized Enterprise Development", a practical guide for SMEs to defend themselves against corruption, is under preparation and expected to be published shortly.

8. Over the past 25 years, Subcontracting and Partnership Exchange Centres (SPX) established by UNIDO have helped SMEs in over 30 countries to gain access to international production systems. An expert group meeting (EGM) held in Vienna in September 2007 to review the accomplishments of the SPX programme generated a number of recommendations on how to recast the SPX concept, taking into consideration the lessons learned and the global developments since its initial design. A major proposal emanating from the meeting concerns the establishment of strategic partnerships with major buyers and contractors by linking them directly into the SPX network. Several corporations including Shell, ESKOM, SASOL, Transnet, as well as the Chartered Institute of Purchase and Supply (CIPS), with a membership of 44,000 purchasing managers from the world's largest multinationals and state-owned enterprises, have expressed their intentions to partner with the new SPX programme. In the meantime, funding has been secured for the establishment of additional SPX Centres in Kenya, Nigeria and the United Republic of Tanzania. Another three SPX Centres will be established as part of the next phase of UNIDO's investment promotion programme in India, i.e. in Chennai, Delhi and Pune.

9. In Viet Nam, the Ministry of Planning and Investment (MPI) and UNIDO have completed the detailed implementation plan for launching the nationwide Viet Nam Business Registration Reform previously referred to in paragraph 4 of document IDB.33/17. This reform aims at establishing a fully computerized and consolidated registration system, operational in 64 provinces, with a single-point registration for business, tax, statistics and seal-engraving permits. The registry (in effect, the only publicly available and legally valid information source on the enterprise sector in any market economy) will greatly lower the costs and risks of doing business in Viet Nam and contribute to the formalization of the SME sector, in addition to other measures of the five-year SME development plan 2006-2010.

10. Following the signing of a Memorandum of Understanding (MOU) between UNIDO and the Islamic Development Bank (IDB) in July 2006, UNIDO and the Islamic Corporation for Insurance and Export Credit (ICIEC), an affiliate of IDB, launched the Investment Promotion and Technical Assistance Programme (ITAP) in August 2007. This programme aims at enhancing the flow of investments (both foreign and domestic) in member countries by strengthening their institutional

capabilities for investment promotion, implementing sector-specific investment promotion programmes, and facilitating access to investment finance. Preparatory assistance projects to define the technical assistance needs are currently under implementation in Sudan, Uganda and Yemen, to be followed by other member countries next year. UNIDO's partnership with a development finance institution such as the IDB is expected to make significant contributions in terms of increased investment flows, resulting in employment and income generation as well as poverty reduction and to spur overall economic development in the member countries.

### **III. Trade capacity-building**

11. UNIDO has participated in the Aid for Trade Advisory Group as well as the regional reviews, "Mobilizing Aid for Trade", in Latin America and the Caribbean, Asia and Africa. UNIDO has also been building stronger ties with the Enhanced Integrated Framework and is being recognized as an implementing partner.

12. UNIDO also cooperates in the field of metrology, standards, testing, accreditation and conformity, with specialist organizations such as the International Organization for Standardization (ISO), the International Accreditation Forum (IAF), the International Laboratory Accreditation Cooperation (ILAC), the Bureau International des Poids et Mesures (BIPM) and the Organisation Internationale de Métrologie Légale (OIML). In the context of UNIDO's MOU with ISO, to promote developing country participation in international standard setting activities, joint publications and training materials are being developed. UNIDO also has similar MOUs with ILAC/IAF, that promote global acceptance of test reports and certifications, under which significant publications have been issued to guide developing country laboratories to achieve international accreditation. In partnership with the World Association of Industrial and Technological Research Organizations (WAITRO), UNIDO has created a web portal (LABNET) to assist developing countries in accessing information related to laboratory development and accreditation.

13. UNIDO also currently holds the Secretariat of the Joint Committee on Coordination of Technical Assistance to Developing Countries in Metrology, Accreditation and Standardisation (JCDCMAS), which conducted several expert group meetings during 2007 and finalized the preparations for a JCDCMAS website.

14. In connection with the Economic Partnership Agreement negotiations currently underway between the EU and the African, Caribbean and Pacific Group (ACP), UNIDO has been called on to assist in the formulation of programmes for upgrading and modernization of industries and quality infrastructure in the ACP countries.

15. Further to various new programmes already initiated in sub-Saharan Africa during 2007 (e.g. in Côte d'Ivoire and Mozambique), in the areas of standards and technical regulations, UNIDO has started implementing a US\$ 2.7 million Trade Capacity-Building Programme in Ghana in the framework of a MOU signed between UNIDO and WTO. This project is aimed at developing supply-side capacities and competitiveness in selected agro-based sectors.

## IV. Environment and energy

16. UNIDO and UNEP have completed their joint independent evaluation of the global network of National Cleaner Production Centres (NCPCs) with a view to assessing their existing capacities and potential for offering additional higher value added services. Based on the findings and recommendations of the evaluation, a new programme strategy is being developed, which will introduce new services, improved programme management, and increased coordination between the UNIDO/UNEP network of cleaner production centres and other cleaner production centres.

17. In relation to water, UNIDO held a Symposium on Water Productivity in the Industry of the Future, in Budapest, Hungary. This included a Ministerial Round Table which focused on the future availability of sustainable and high-quality water in the Central and Eastern European Region. The Round Table issued a statement calling for the elaboration at the international level of an agreement on zero discharge. UNIDO is developing a global project in partnership with FAO, UNEP and other agencies, for the reduction of nitrogen-based pollutants into water bodies to control the ever-increasing eutrophication of these bodies. A new project has also been approved by the Global Environment Facility (GEF) for the reduction of the environmental impact of coastal tourism through the introduction of policy changes and strengthening public-private partnerships.

18. At their nineteenth Meeting in September 2007, the Parties to the Montreal Protocol reached an important agreement on hydrochlorofluorocarbons (HCFCs), a group of ozone-depleting substances (ODSs) used primarily as refrigerants in chillers, which also have a very high global warming potential. The total phase-out of their production and consumption in developing countries was advanced from 2040 to 2030. In addition, intermediate reduction targets were set. Donor countries agreed to provide the necessary financial and technical assistance, and requested the replenishment task force to evaluate the amounts required for the first step (i.e. the freeze). UNIDO has already anticipated this move by completing a survey of HCFC consumption in 27 countries as well as promoting new alternative technologies. During the meeting of the Parties, UNIDO received new requests from Iran (Islamic Republic of), Jordan, Kuwait, Lebanon, Qatar, South Africa, Syrian Arab Republic, Tunisia and Turkey, while cooperating with UNDP or the World Bank in Argentina, China, India and Indonesia.

19. In the field of persistent organic pollutants (POPs), UNIDO has taken an important step forward in its unique non-combustion project in Slovakia, in which it is demonstrating best available non-combustion technology for the destruction of POPs. The evaluation of potential technologies has been completed and one has been chosen for further in-field demonstration. A similar project has been developed for the Philippines and has been submitted to the GEF for approval. In addition, UNIDO has developed projects for the elimination or control of POPs in China, Romania, The former Yugoslav Republic of Macedonia and Viet Nam, as well as Egypt, Jordan and Yemen within the context of PERSGA (the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden). These projects have received GEF Council approval, and endorsement by the chief executive of GEF is imminent.

20. At its meeting in New York from 20 to 21 September 2007, the High-level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) endorsed the recommendation of UN-Energy for the Director-General of UNIDO to become the next Chair of UN-Energy. The term of office of the Chair will have a duration of two years, starting in January 2008. As the Chair, the Director-General of UNIDO will take the lead in coordinating the work of the United Nations system in the field of energy. UNIDO itself will act as the lead agency for the energy efficiency cluster.

21. UNIDO has also been undertaking a number of activities on bioenergy. It has organized a series of important conferences on this topic in the second semester of 2007 including the International Conference on Biofuels, co-organized with the Ministry of Plantation Industries and Commodities (MPIC) of Malaysia and the Malaysia Palm Oil Board (MPOB), as well as the First High-Level Biofuels Conference in Africa, co-organized with the African Union (AU). A regional meeting was also held in Croatia in November 2007, which focused on the promotion of biofuels in Central and Eastern Europe. Two further international conferences are planned for 2008, as well as two regional meetings in Africa that represent a continuation of the conference co-organized with the AU.

22. UNIDO is also partner in the FAO-led Global Bioenergy Partnership (GBEP), which was formed as a Commission on Sustainable Development (CSD) Partnership as a result of the Gleneagles Plan of Action. The purpose of GBEP is to provide a mechanism for partners to organize, coordinate and implement targeted international research, development, demonstration and commercial activities related to production, delivery, conversion and use of biomass for energy, with a focus on developing countries. In addition, UNIDO is a member of the Lausanne Round Table for sustainable biofuels, which is led by the Federal Institute of Technology in Lausanne. Finally, UNIDO is a core member, along with FAO, UNEP and UNCTAD, of a consortium whose objective is to elaborate a minimum set of sustainability indicators for bioenergy, to be published in 2008 as a UN-Energy publication.

23. On the basis of its earlier efforts to integrate a systems-based approach to industrial energy efficiency, and after organizing an important international experts group meeting on energy management systems, UNIDO has now entered into a partnership with ISO to develop an international standard for energy management systems. UNIDO has developed projects for GEF funding to demonstrate the use of energy management systems as a means of increasing industrial energy efficiency, in China, Indonesia, Malaysia, South Africa, Thailand and Viet Nam.

## V. Research and statistics

24. Progress has continued to be made with regard to UNIDO's research on productivity and related areas, which was scheduled to be presented in a series of papers at the Conference on Productivity and Growth in Africa and Asia, organized jointly by UNIDO and the Institute of Developing Economies (IDE) in Tokyo, Japan, from 9 to 11 October 2007.

25. The Industrial Development Scoreboard has been updated for the years 1993-2003 to indicate structural change in industry. The updated Scoreboard will be a

substantive input to the Industrial Development Report 2008. As part of this work, surveys of 14 dynamic industrial locations are being conducted in order to assess the effects of new sources of growth on jobs, skills and environment.

26. Ten country needs assessments, focusing on the identification of crucial areas requiring UNIDO interventions for fostering sustainable industrial development, are planned for completion by the end of 2007. A number of country needs assessments will be carried out in 2008-2009, according to the requirements of the Regional Programmes.

27. To complement the research on both macro-level productivity growth and network efficiency of national industrial innovation systems, and to provide a bridge between the two, research is being carried out on learning and productivity improvement by firms to ascertain how firms respond to incentives and pressure under different industrial systems. The research results will provide insights into policy implications and how to improve the effectiveness of UNIDO technical cooperation to Member States. A new series of working papers issued by the Research and Statistics Branch will be initiated to capture policy and institutional responses to new sources of dynamic industrial growth.

28. UNIDO has also continued its efforts to promote an exchange of information and knowledge on issues related to industrial development. The first “Young Scholars” EGM was held in August 2007 in Vienna, at which ten researchers from around the world were invited to present their research related to UNIDO’s thematic issues. The papers from this EGM will be published in an edited volume. The Sanjaya Lall Memorial Conference on India-Africa Cooperation in Industry, Trade and Investment was held in New Delhi, India, from 10 to 14 September 2007, with the participation of 28 delegates from 13 African countries. In 2008, the Sanjaya Lall Memorial Conference will be held in Jakarta, Indonesia.

29. In the field of industrial statistics, UNIDO has completed the initial 2007 round of country data compilation. After thorough screening and editing, the data so compiled will be disseminated through the 2008 edition of the *International Yearbook of Industrial Statistics* and the 2008 edition of the CD-ROM dissemination product of the UNIDO INDSTAT Database. The 2007 editions of the CD-ROM versions of the INDSTAT Database as well as the Industrial Demand-Supply Balance (IDSB) Database have been completed and put on the market, while the 2008 editions will be completed in the first quarter of 2008. The data compiled through the 2007 round will be also presented in the 2008 edition of the *Statistical Country Briefs on Industry*, a web-based free-dissemination product, which will be published in the first quarter of 2008.

30. In addition, the Organization has developed a prototype software system for the preparation of tables and graphics to be used in the proposed publication series, *Statistical Regional Outlooks*. In addition to the development of the new industrial statistics database (i.e., INDSTAT2) and a set of key industrial performance indicators, the Organization has established a new data set, entitled “Technology Intensity and Stage of Production”, to support the regular updating of the UNIDO Industrial Development Scoreboard, the country assessments and other cross-country or country-specific statistical analyses. The initial set of data based on the two dimensions mentioned in the title has been produced.



## VI. Field presence and operations

31. The emphasis placed on strengthening UNIDO's field presence and operations by encouraging internationally recruited staff to take up field assignments continued in 2007. As a result, most of the vacant field posts have been filled, including those which became vacant due to staff rotation between field posts and from the field to Headquarters in 2007. At present, the field office network of UNIDO consists of 12 regional offices, 16 country offices, 13 UNIDO Desks and 7 focal points, i.e. a total of 48 countries have a UNIDO field presence.

32. Most of the field offices have started to utilize the programmatic support funds (PSF), which were allocated to them towards the end of 2006. These funds have been spent primarily to support programme development activities and operations enhancing the visibility of UNIDO in the field, to raise the relevant funds for technical cooperation programmes and projects, to acquire relevant short-term national expertise and other local services, and to support the "Delivering as One" process in some of the pilot countries. A high level of autonomy is granted to the UNIDO Representatives and Heads of UNIDO Operations in this context, with support from the Regional Programmes and the Field Coordinator at Headquarters. It is expected that these funds will contribute to enlarging the technical cooperation portfolio of UNIDO at the field level.

33. In May and June 2007, two training courses were carried out at UNIDO Headquarters for General Service (GS) staff from field offices. This was the first concentrated group training of its kind for GS field staff ever undertaken by UNIDO. Among all relevant tools and procedures in field office administration, the establishment of Imprest accounts figured prominently on the training agenda. It is expected that this training will contribute to a better understanding and closer cooperation between UNIDO Headquarters and the field and to more effective and efficient operation of the field offices. It was suggested that this exercise be repeated later, also including new staff.

34. In July 2007, the first Global Capacity-Building Retreat for UNIDO Representatives and Heads of UNIDO Operations took place in Bangkok, Thailand. The Retreat focused on the following four topics: (i) Towards a common vision: UNIDO challenges and expected results; (ii) Role of the UNIDO Representative/Head of UNIDO Operations; (iii) Work plan and field monitoring system; and (iv) Decentralization and how to provide efficient country coverage. The Retreat served to provide the field representatives with a better understanding of their role in a changing environment, particularly also with a view to the United Nations reform process and "Delivering as One". The first experience with the implementation of the results-based management work plan for the field offices submitted in January 2007 was discussed and the work plan accepted as a valid management tool for the operations at the field level.

35. By now, most of the UNIDO Desks have come out of the two-year pilot phase and UNIDO has taken over the funding of the operating costs of the offices. They were provided with regular office budgets until the end of 2007. Two UNIDO Desks are vacant at present, but recruitment action has started. The establishment of additional UNIDO Desks in the framework of the UNIDO/UNDP Cooperation

Agreement of September 2004, in close consultation with Member States, is under consideration.

36. Among the recommendations of the joint UNIDO-UNDP assessment of the Cooperation Agreement with UNDP was the establishment of a joint task force responsible for drawing up the operational procedures for the future implementation of the Agreement, including the financial, management, evaluation and monitoring issues. This task force was established in February 2007 and met for the first time at UNIDO Headquarters in Vienna on 20 April 2007, under the chairmanship of the UNDP Assistant Administrator and Director of Partnerships Bureau, and the Managing Director, Programme Coordination and Field Operations Division, UNIDO. For more details please see document GC.12/9. The second meeting of the joint task force will take place shortly at UNDP Headquarters in New York.

## **VII. South-South cooperation**

37. A comprehensive summary of activities undertaken by UNIDO to promote South-South cooperation was provided in document IDB.32/13, and was updated in document IDB.33/17. The various measures and activities discussed in those documents have continued to be implemented during 2007. In a particularly important development, agreement has been reached with the Government of China on the establishment of a South-South Industrial Cooperation Centre in Beijing. This resulted in the signing of a project document between UNIDO and the Government of China on 31 August 2007. The Centre has been formally established with initial funding of US\$2 million from China as part of its Industrial Development Fund contribution to UNIDO and will become operational by the end of 2007.

## **VIII. Regional programme for Latin America and the Caribbean**

38. UNIDO is working actively to implement the plan of action linked to the strategic regional programme for LAC 2006-2009 established in the first LAC EGM held in Vienna from 15 to 17 November 2006. This includes a project for the establishment of a knowledge network for SME cluster development in the LAC region, another one aimed at promoting improved market access through the application of UNIDO's cleaner production and responsible entrepreneurship approaches, and a third one to develop an operational mechanism for the exchange of consultants through the creation of a "bank of knowledge". A second EGM is scheduled to be held immediately before the twelfth session of the General Conference to review the regional strategic programme and provide advice on how to proceed.

39. The observatory on renewable energy, the concept of which was proposed by UNIDO at the Ibero-American Ministerial Meeting held in Montevideo in September 2006, has been endorsed by 13 Latin American governments. The observatory is conceived as a multi-institutional and multi-disciplinary mechanism to promote specific projects for productive and industrial applications of renewable energy to reduce poverty and stimulate sustainable development in the LAC region, which is expected to spawn technical cooperation projects at the national,

subregional and regional levels. Additionally, it will seek to promote businesses and the export of goods directly related to renewable energy.

40. The LAC region has valuable experience in this field, and the aim is to give an impulse to new business opportunities related to renewable energy. To follow up on these initiatives, preparations are underway for a regional ministerial meeting on renewable energy to be held in Brazil in May 2008. The meeting will feature a number of events dedicated to various forms of renewable energy, and is expected to further support these activities.

41. With a view to boosting the UNIDO portfolio of Integrated Programmes (IPs) in the LAC region, identification or programming missions have already been sent to Ecuador, Guatemala, Paraguay, Peru and Venezuela (Bolivarian Republic of), with further missions expected to be despatched to El Salvador in the near future, as well as other countries. Integrated Programmes are thus being formulated for Paraguay and Peru, while second phase IPs are under preparation for Colombia and Ecuador. As a complement, efforts are being made to speed up the preparation of national stand-alone projects.

42. For the development of subregional activities in the area of trade capacity-building and private sector development, discussions were held with CARICOM in early 2007. Since then, UNIDO has cooperated with CARIFORUM to develop the terms of reference for a programme formulation mission, which have already been approved, and related activities. In addition, a mission was launched to Central America to negotiate a programme in the area of trade capacity with the Secretariat of the Economic Integration System for Central America (Sistema de Integración Económica de Centroamérica – SIECA). A further competitiveness and trade-related subregional programme is under preparation in cooperation with the Andean Community Secretariat. Fund raising activities are underway with different international development and financial institutions at the regional and subregional level.

## **IX. UNIDO access to the Global Environment Facility**

43. At its meeting in June 2007, the GEF Council approved the new strategic priorities within the six focal areas (biodiversity, climate change, international waters, land degradation, ozone depletion and POPs) on which GEF will focus its funding during the current four-year funding cycle (2007-2010). The GEF Council also approved a document that detailed the comparative advantages of the 10 GEF Agencies, including UNIDO, in each of the six focal areas. UNIDO was recognized to have a comparative advantage in the strategic priorities of industrial energy efficiency, renewable energy for on-grid applications, and modern energy from sustainable biomass in the focal area of climate change; in all strategic priorities in the focal areas of international waters, ozone depletion and POPs; and in the strategic priority of biosafety in the focal area of biodiversity.

44. At the same meeting, the GEF Council approved the financial standards that it will require all the GEF agencies to comply with if they wish to retain their direct access to GEF funds. UNIDO has reviewed the standards and has concluded that there are certain areas where it is not in compliance. It will prepare a plan of action

for entering into full compliance with the standards for submission to the April 2008 meeting of the GEF Council.

## **X. Action required of the General Conference**

45. The Conference may wish to take note of the information provided in the present document. It may also wish to reconsider the proposal put forward in document IDB.31/6, to cover the implementation of the medium-term programme framework in the annual reports of the Organization in future years.

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## List of abbreviations

AU	African Union
CAMI	Conference of the African Ministers of Industry
CDM	Clean development mechanism
CEE/NIS	Central and Eastern Europe and the Newly Independent States
CP	Cleaner production
EAC	East African Community
ECOWAS	Economic Community of Western African States
EGM	Expert group meeting
FAO	Food and Agriculture Organization of the United Nations
FDI	Foreign direct investment
GEF	Global Environment Facility
GS	General Service
ICT	Information and communication technology
ILO	International Labour Organization
JCDCMAS	Joint Committee on Coordination of Technical Assistance to Developing Countries in Metrology, Accreditation and Standardisation
LAC	Latin America and the Caribbean
MOU	Memorandum of Understanding
NCPC	National Cleaner Production Centre
ODP	Ozone depletion potential
ODSs	Ozone depleting substances
OECD	Organization for Economic Cooperation and Development
POPs	Persistent organic pollutants
SME	Small and medium enterprise
UD	UNIDO Desk
UEMOA	West African Economic and Monetary Union
UNDP	United Nations Development Programme
UNOWA	United Nations Office for West Africa
UR	UNIDO Representative
WIPO	World Intellectual Property Organization
WTO	World Trade Organization