

**MAJOR PROGRAMME A: GOVERNING BODIES****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
4	4	8	1,485.4		1,485.4
			119.3		119.3
			32.9		32.9
			4,041.2		4,041.2
			5,678.8		5,678.8

**By programme**

	Posts		Regular and operational budgets
	P	GS	
A.1. Meetings of Governing Bodies			3,858.7
A.2. Secretariat of Governing Bodies and External Relations	4.0	4.0	1,820.1
A. Total major programme	4.0	4.0	5,678.8

**Objective**

A.1. The objective of the Major Programme is to provide the framework for determining the guiding principles, policies and budgetary resources of the Organization, and to ensure close and well-coordinated contacts with Governments.



- (d) A document providing a compilation of resolutions and decisions adopted by the General Conference, as well as reports issued on each Board and Committee session, for submission to the General Conference and to the Board respectively.

### Programme A.2.: Secretariat of Governing Bodies and External Relations

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
4	4	8	1,424.8		1,424.8
			119.3		119.3
			32.9		32.9
			243.1		243.1
			1,820.1		1,820.1

#### Objective

A.4. The objective of the Programme is to provide Secretariat services, through effective coordination of meeting arrangements and documentation, to all sessions of the policy-making organs and working groups established by those organs. It also maintains general external relations with Member States, Permanent Missions accredited to UNIDO, and ensures correct protocol procedures and practices.

#### Services provided and expected outputs

A.5. During the biennium, the Programme will focus on the following services and outputs:

- (a) Provision of effective arrangements for meetings of the policy-making organs, including liaison with Governments and Permanent Missions; issuance of notifications and registration of delegations; preparation and monitoring of pre-, in- and post-session documentation, including the Annual Report; assistance to elected officers of the sessions; servicing all working groups; identifying follow-up action to all decisions and resolutions;
- (b) Act as focal point for liaison with Governments and Permanent Missions accredited to UNIDO, including preparation of official visits by and to the Director-General; coordination of briefing material for the Director-General; organization of special events in connection with high-level visits, as well as of high-level group meetings on cutting-edge industrial issues;
- (c) Provision of guidance and logistic support to the functioning of the G-77 Liaison Office, Vienna Chapter, including monitoring and analyzing developments in the work programmes of the Vienna-based United Nations system organizations, identifying priority areas and activities of relevance to the G-77 and China and related funds mobilization requirements;
- (d) Carrying out of all protocol-related activities, including accreditation of members of Permanent Missions, authorization of privileges, organization of official ceremonies, and issuance/maintenance of an updated directory of Permanent Missions.

**MAJOR PROGRAMME B: GENERAL MANAGEMENT****Resource estimates (in thousands of dollars)**

<b>Posts</b>			<b>2000-2001 estimates (after recosting)</b>			
Professional	General		Regular budget (RB)	Operational budget (OB)	Total	
	Service	Total				
22	26	48	Staff costs	8,320.8	987.0	9,307.8
			Consultants	147.9		147.9
			Meetings	82.3		82.3
			Official travel	531.5		531.5
			RPTC/IDDA			
			Other expenditures	1,845.1		1,845.1
			<b>Total resources</b>	<b>10,927.6</b>	<b>987.0</b>	<b>11,914.6</b>

**By programme**

	Posts		Regular and operational budgets
	P	GS	
B.1. Executive Direction and Management	9.0	12.0	5,642.6
B.2. Internal Oversight	4.0	4.0	1,673.6
B.3. Legal Affairs	3.0	2.0	1,062.4
B.4. United Nations System Coordination	3.0	2.0	1,673.9
B.5. Public Information	3.0	6.0	1,862.1
<b>B. Total major programme</b>	<b>22.0</b>	<b>26.0</b>	<b>11,914.6</b>

**Objective**

B.1. The objective of the Major Programme, within the scope of the constitutional objectives of UNIDO and pursuant to the decisions of policy-making organs, is to provide effective strategic guidance and control to the Organization and to ensure efficient operational and financial management. It is also responsible for maintaining close relations with Governments, with intergovernmental and non-governmental organizations and with the organizations of the United Nations system. The Major Programme also exercises the public relations and information function of UNIDO with a view to enhancing the image and awareness of the role and activities of UNIDO among its constituencies.

### Programme B.1: Executive Direction and Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
9	12	21	Staff costs	3,957.6	232.6	4,190.2
			Consultants	31.3		31.3
			Meetings	82.3		82.3
			Official travel	411.5		411.5
			RPTC/IDDA			
			Other expenditures	927.3		927.3
			Total resources	5,410.0	232.6	5,642.6

#### Objective

B.2. The objective of the Programme is to manage and administer the continuous improvement and development of coordinated, relevant, effective and efficient UNIDO services; set policy and strategy for the Organization's programme priorities and external cooperation, as well as UNIDO's image and position in the global development cooperation system.

#### Services provided and expected outputs

B.3. During the biennium, the Programme will focus on the following services and outputs:

- (a) Determination of long-term organizational programme policies, priorities and strategies based on global trend analyses; provide guidance, coordination and linkage to technical cooperation services of UNIDO's global forum function, in particular its research and information activities; coordinate the preparation of the Organization's medium-term programme framework;
- (b) Setting of organizational policy and strategy on issues related to UNIDO's transformation and the coordination and integration of the Organization's services; establishment of inter-institutional coordination arrangements; representation of UNIDO in meetings addressing development cooperation and technical issues of relevance to the mandate of the Organization;
- (c) Determination of policy, technical and operational work arrangements, including an innovative funds mobilization policy and strategy, for cooperation with the United Nations, United Nations specialized agencies, development finance institutions, bilateral agencies and civil society, including universities and research institutions involved in industrial development programmes;
- (d) Monitoring of service demand and organizational responses, especially with respect to integrated programmes; decisions on corrective action when required; taking actions to overcome bottlenecks in the development of cooperative management in the Organization;
- (e) Ensuring effective UNIDO information systems, service performance and programme quality;
- (f) Development of UNIDO-wide assessed positions and approaches on key industrial development issues, including gender issues and partnerships with the private sector and civil society, as well as ensure their effective communication and advocacy through UNIDO position papers and policy statements.

## Programme B.2: Internal Oversight

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
4	4	8	Staff costs	1,450.6	116.3	1,566.9
			Consultants	35.0		35.0
			Meetings			
			Official travel	22.6		22.6
			RPTC/IDDA			
			Other expenditures	49.1		49.1
			Total resources	1,557.3	116.3	1,673.6

### Objective

B.4. The objective of the programme is to assist the management in the effective discharge of its responsibilities and the Organization in identifying, designing and implementing UNIDO programmes and technical cooperation projects that are relevant, sustainable, efficient and effective and have a significant impact. The programme also endeavours to promote effective control at reasonable cost.

B.5. To those effects and to ensure transparency as well as an optimal response of the Organization to its mandates, it furnishes the management with analyses, appraisals, evaluations, recommendations, counsel and information concerning the activities entertained.

B.6. The scope of the activities of the programme of Internal Oversight and Evaluation includes:

- (a) Examining and evaluating the effectiveness and efficiency of the Organization's system of internal control and quality of performance in carrying out assigned responsibilities;
- (b) Providing the policy-making organs and management of UNIDO with qualitative information on the relevance, impact, efficiency and effectiveness of the various programmes;
- (c) Providing UNDP, IDF donors, recipients, special-purpose contributors and policy-making organs with information on the relevance, impact, efficiency, effectiveness and sustainability of UNIDO technical cooperation projects on an individual and aggregated basis.

### Services provided and expected outputs

B.7. In order to attain the objective of the programme, the following major activities will be carried out:

- (a) Observations, audits and investigations of regular and operational budget activities at Headquarters and in the field, including follow-up of consequent recommendations;
- (b) Observations, audits and investigations of technical cooperation activities at Headquarters and in the field, including follow-up of consequent recommendations;
- (c) Strengthening of external cooperation with other internal audit services within the United Nations system and the Joint Inspection Unit, and increase of visibility of the programme activities through the development of a site accessible from the UNIDO web site;

- (d) Conducting of two selected Headquarters programme in-depth evaluations, if mandated by the management or the policy-making organs, and reporting thereon;
- (e) Organizing and overseeing the preparation of in-depth evaluations and self-evaluations of technical cooperation projects of all sizes as well as one cluster evaluation grouped by source of funds or substantive themes to be undertaken in cooperation with the respective donors and recipient countries;
- (f) Further development of evaluation systems to emphasize the analysis and dissemination of evaluation findings and their feedback into the planning of future activities financed from both regular budget and extrabudgetary funds and to closely monitor the effectiveness and efficiency of the integrated service modules. These findings will be analyzed and reported to Member States.

### Programme B.3: Legal Affairs

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
3	2	5	741.2	240.3	981.5
			20.0		20.0
			13.7		13.7
			47.2		47.2
			822.1	240.3	1,062.4

#### Objective

B.8. The objective of the Programme is to contribute to the efficient conduct of the affairs of the Organization based on its internal law as well as on the legal rules applicable to its relations with Governments, organizations, enterprises and individuals; to safeguard and defend the legal claims and interests of the Organization; and to assist, through the provision of legal support and advice, in the pursuit of the objectives of the Organization.

#### Services provided and expected outputs

B.9. During the biennium, the Programme will focus on the following services and outputs:

- (a) Preparation, clearance and negotiation of treaties and international agreements to be concluded by UNIDO. This includes the negotiation and clearance of agreements with host Governments establishing UNIDO country and regional offices and centres and of standard basic cooperation agreements. The Programme further discharges the responsibilities with respect to registration, filing and recording of international treaties and agreements as required by Article 102 of the United Nations Charter and the regulations issued under it;
- (b) Provision of legal opinions and advice to the policy-making organs of the Organization as well as to all its divisions and units regarding the interpretation of, *inter alia*, the Constitution of UNIDO, international law, Headquarters and other agreements, staff and financial regulations and other

internal rules and directives of the Organization. The Programme will advise on the legal aspects of relations with other legal entities, including contractual relations, questions of liability, arbitration and claims against the Organization;

(c) Representation of the Director-General in cases brought before the Administrative Tribunals of the International Labour Organization or the United Nations;

(d) Support for UNIDO programmes by providing legal advice on technical cooperation activities including questions related to financing, establishment of centres, cooperative arrangements with non-governmental and private sector entities and contractual services. The new approaches to industrial cooperation involving new partners, especially in the private sector, are giving rise to an increased demand for legal advisory services as well as for the formulation of legal arrangements to govern new cooperative activities of the Organization;

(e) Identification and provision of advice on the rules applicable to new modalities for financing and executing projects, such as those with regional development financing institutions, the Multilateral Fund for the Implementation of the Montreal Protocol, the World Bank and the Common Fund for Commodities. Legal arrangements and advice on projects financed from trust funds and IDF special-purpose contribution agreements; and the establishment of standards and procedures for voluntary contributions from non-governmental sources;

(f) Support for the development of information technology products generated by the Organization, particularly establishment of model agreements for licensing and distribution of such products. Provision of advice on contractual aspects of copyrights, patents and licenses.



### Programme B.4: United Nations System Coordination

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular budget (RB)	Operational budget (OB)	Total
	Service				
3	2	5	849.9	397.8	1,247.7
			28.6		28.6
			47.7		47.7
			349.9		349.9
			1,276.1	397.8	1,673.9

#### Objective

B.10. The objective of the Programme is to secure and strengthen support for UNIDO's mandate, programmes and activities through effective representation of the Organization's interests vis-à-vis Member States, intergovernmental and interagency bodies, institutions of civil society and media representatives based in New York and Geneva. For this purpose, the New York and Geneva offices seek to promote closer cooperation with Permanent Missions and improved coordination with the United Nations, its funds and programmes as well as with other specialized agencies with a view to enhancing the role of UNIDO in the United Nations system and strengthening synergies and complementarities with other United Nations organizations. It also aims at contributing to the transformation process of UNIDO by providing up-to-date information and policy-oriented reports and analyses of developments and statements relevant to UNIDO.

#### Services provided and expected outputs

B.11. During the biennium, the Programme will focus on the following services and outputs:

- (a) Promotion of cooperation and continuous dialogue with Member States in New York and Geneva so as to secure and strengthen support for UNIDO's role, programmes and activities in multilateral development cooperation;
- (b) Provision of effective representation of UNIDO's policies and programmes in intergovernmental and interagency bodies of the United Nations system;
- (c) Provision of up-to-date information and analyses of events and trends—for example, United Nations reform and operational activities for development—as an input to strategic planning and policy formulation in UNIDO Headquarters;
- (d) Promotion of interagency cooperation and joint activities with the United Nations, its Funds and Programmes and with other specialized agencies to minimize duplication of activities and strengthen synergies and complementarities within the United Nations system;
- (e) Support for the communications and information programme of UNIDO Headquarters by organizing and participating in United Nations public exhibits, information fairs and other media events to promote better understanding of UNIDO and increased support for the Organization;
- (f) Provision of substantive and administrative support to UNIDO staff on mission.

**Programme B.5: Public Information****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
3	6	9	Staff costs	1,321.5	1,321.5
			Consultants	33.0	33.0
			Meetings		
			Official travel	36.0	36.0
			RPTC/IDDA		
			Other expenditures	471.6	471.6
			Total resources	1,862.1	1,862.1

**Objective**

B.12. The objective of the Programme is to articulate, shape and project the public image of UNIDO through a network of active contacts with print, electronic and broadcasting media. The Programme ensures that information disseminated to the media by the Organization is based on comprehensible and consistent messages in line with UNIDO's corporate image and programmatic priorities and is strategically targeted to specific audiences. As part of its promotion of the public image of the Organization, the programme also aims at creating public awareness, in developed and developing countries, of the importance of sustainable industrialization as a means of fostering competitive economies, creating productive employment and ensuring a sound environment.

**Services provided and expected outputs**

B.13. During the biennium, the Programme will focus on the following services and outputs:

- (a) Development, maintenance and broadening of working contacts with the media at institutional and personal levels;
- (b) Advice on a media strategy for the Organization;
- (c) Production and placement of printing, electronic and audio-visual press and public information material;
- (d) Arrangement of media-related events, press briefings and media interviews;
- (e) Handling of day-to-day requests for information;
- (f) Maintenance of news clipping service to monitor and analyze media coverage of UNIDO and to disseminate selected media information of relevance to staff and Member States.

## MAJOR PROGRAMME C: STRENGTHENING OF INDUSTRIAL CAPACITIES

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General		Regular budget (RB)	Operational budget (OB)	Total	
	Service	Total				
92	79	171	Staff costs	22,840.3	8,751.4	31,591.7
			Consultants	1,439.6	61.4	1,501.0
			Meetings	1,071.3		1,071.3
			Official travel	674.6		674.6
			RPTC/IDDA	10,176.7		10,176.7
			Other expenditures	4,452.1		4,452.1
Technical cooperation (extrabudgetary)		113,700.0	Total	40,654.6	8,812.8	49,467.4
Total resources (including extrabudgetary TC)						163,167.4

### By programme

	Posts		Regular and operational budgets	Technical Cooperation Extrabudgetary	TOTAL
	P	GS			
C.1. Investment and Technology Promotion	21.0	19.0	9,223.2	34,200.0	43,423.2
C.2. Industrial Strategies and Policies	10.0	10.0	7,149.4	13,600.0	20,749.4
C.3. Statistics and Information Networks	13.0	17.0	6,776.4	9,400.0	16,176.4
C.4. Metrology, Standardization, Certification and Accreditation	4.6	3.4	2,056.5	6,500.0	8,556.5
C.5. Continuous Improvement and Quality Management	6.4	2.6	2,750.8	14,000.0	16,750.8
C.6. Upgrading Agro-Industries and related Technical Skills	18.0	12.0	8,269.2	16,000.0	24,269.2
C.7. Policy Framework for Small and Medium Enterprises	3.2	1.9	1,796.1	3,400.0	5,196.1
C.8. Industrial Business Development Services	8.8	7.3	5,581.4	13,200.0	18,781.4
C.9. Women's Entrepreneurship Development	3.0	0.8	1,534.8	3,400.0	4,934.8
C.10. Direction and Management	4.0	5.0	4,329.6		4,329.6
C. Total major programme	92.0	79.0	49,467.4	113,700.0	163,167.4

### Objective

C.1. The objective of the Major Programme is to support developing countries and economies in transition in strengthening their capacities for long-term sustained industrial growth and development, thus contributing to alleviating poverty and creating industrial employment through establishing viable industrial structures and competitive productive capacities.

### Programme C.1: Investment and Technology Promotion

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
21	19	40	Staff costs	4,159.8	2,963.7	7,123.5
			Consultants	228.6	61.4	290.0
			Meetings	154.2		154.2
			Official travel	158.3		158.3
			RPTC/IDDA	1,035.5		1,035.5
			Other expenditures	461.7		461.7
Technical cooperation (extrabudgetary)		34,200.0	Total	6,198.1	3,025.1	9,223.2
Total resources (including extrabudgetary TC)						43,423.2

#### Context

C.2. Globalization of the world economy is gathering pace, with investment and technological innovations as the prime movers of economic and social development. Developing countries and economies in transition face enormous difficulties in reacting to the challenge: enabling instruments and mechanisms to attract investors and technology suppliers are often inadequate, and there is a lack of effective supporting institutions that can assist enterprises in identifying business opportunities and financing sources, developing cooperation and investment projects, assessing technology options and negotiating partnerships. In the area of professional skills, many developing countries—particularly LDCs—do not yet have a critical mass of managers, professionals and local promoters able to prepare viable investment projects according to internationally accepted standards.

#### Objective

C.3. The objective of the Programme is to strengthen the capacities of developing countries and economies in transition to attract investment for industrial projects and to implement the full cycle of innovation, investment and technology transfer.

#### Services provided and expected outputs

C.4. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.5. During the biennium, the Programme will focus on the following services and outputs:

01: Capacity-building for institutional development:

- (a) Assistance in the establishment and upgrading of investment promotion agencies in such fields as: definition of their legal status, organizational structure and operational plans; training of investment promotion staff;
- (b) Assistance in the promotion, establishment and strengthening of technology centres and in the creation of linkages with industry;

(c) Support to the establishment and operation of subcontracting partnership exchanges (SPXs) and assistance in the organization of promotional events such as subcontracting and partnership fairs;

(d) Assistance in the creation and upgrading of offices for the private financing of infrastructure.

02: Capacity-building for partnership development:

(a) Assistance to client institutions in the identification, appraisal and international promotion of industrial projects;

(b) Assistance in the preparation and organization of promotional events such as investment and technology markets and other business fora;

(c) Assistance in partnership negotiations, the formulation of agreements, financial appraisals, and the establishment of linkages with financial institutions.

03: Industrial Partnership Promotion (IPP) Network:

(a) Support and guidance to the Industrial Partnership Promotion network, which comprises investment and technology promotion offices, international technology centres, focal points for investment and technology promotion, SPXs, etc., in order to ensure their efficient interaction, harmonization of activities with programmes in the Headquarters as well as coordination with UNIDO field offices;

(b) Promotion of the expansion of IPP network.

04: Methodological support:

(a) Maintenance and development of methodologies, manuals, guides and software programmes in the field of economic analysis of projects, investment promotion and technology transfer and management.

## Programme C.2: Industrial Strategies and Policies

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total	
10	10	20	Staff costs	3,004.4	741.2	3,745.6
			Consultants	525.0		525.0
			Meetings	359.9		359.9
			Official travel	108.7		108.7
			RPTC/IDDA	1,851.2		1,851.2
			Other expenditures	559.0		559.0
Technical cooperation (extrabudgetary)		13,600.0	Total	6,408.2	741.2	7,149.4
Total resources (including extrabudgetary TC)						20,749.4

### Context

C.6. Globalization and trade liberalization by most of the world's nations has not simplified the challenge of formulating effective industrial strategies and policies. The leveling of the economic playing field means that all participants in the global economy are—in theory—competing on equal terms. Yet practical experience increasingly underlines the fact that market forces are not, in themselves, sufficient to ensure sustainable industrial development. This is particularly true of developing countries and economies in transition where the supporting structure and framework for competitive markets have often not been laid on sufficiently strong foundations. Moreover, globalization has also rapidly increased the pace at which economies must evolve and adapt and implies the need for new concepts, new responses and more fine-tuning of policies by national policymakers. Industrial strategy and policymaking today requires multi-sector policy coordination, broader involvement of the various national "agents of growth", good governance and far greater awareness of and reaction to changes in international markets and the driving forces behind them. Thus, industrial policymaking has become more—not less—crucial for all countries and has become a more complex and demanding task to which UNIDO responds by offering its clients "state of the art" advice on industrial strategies and policies.

### Objective

C.7. The objective of the Programme is to promote and improve industrial governance in developing countries and economies in transition. It will, in particular, help to strengthen the capacity of the public and private sectors to assess and analyse the impact on their industries of globalization and liberalization and assist them in formulating and implementing appropriate strategy and policy responses.

### Services provided and expected outputs

C.8. The Programme comprises a broad range of specialized advisory, technical cooperation and training services aimed at promoting and improving industrial governance capabilities. These services are supported by action-oriented research and global fora on policy-related issues and global industrial trends. Information on industrial policies, through an Industrial Policy Knowledge Unit, is regularly analysed and disseminated to public and private stakeholders involved in industrial strategies and policies.

C.9. During the biennium, the Programme will focus on the following services and outputs:

01: Diagnosis of industrial systems:

(a) Assistance to the public and private sectors in assessing the impact of globalization, liberalization and new information and production technologies on the dynamics of industrial development, including the diagnosis and benchmarking of the competitiveness of national and local industrial systems, and the identification of major systemic gaps at micro, meso and macro levels.

02: Public-private partnerships:

(a) Assistance in building the capacity of public and private institutions involved in the formulation and implementation of industrial strategies and policies particularly, the design and organization of public-private consultative mechanisms and partnerships for the formulation and implementation of medium and long-term industrial strategies. Promotion of decentralized and participatory approaches to industrial promotion and assistance in the design and implementation of cluster-based regional development strategies.

03: Policy instruments:

(a) Assistance in the formulation of measures to improve the regulatory framework and in the design of policy instruments to improve the capabilities of firms and industries to compete and innovate. Assistance in the design of policy instruments and initiatives to promote exports and foreign investment and to improve the technological and managerial capabilities of firms and industries.

04: Monitoring and evaluation:

(a) Assistance in the design and implementation of participatory approaches to monitoring and evaluating industrial strategies and policies. Assistance to policy makers, private sector organizations and development agencies to analyse and assess jointly progress, problems and lessons learned, as well as to identify measures for improvement.

05: Publication of annual UNIDO flagship on industrial development:

(a) Analyses of global industrial trends and issues are disseminated through the annual flagship publication on global industry.

### Programme C.3: Statistics and Information Networks

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
13	17	30	Staff costs	4,491.7	596.9	5,088.6
			Consultants	248.0		248.0
			Meetings	113.3		113.3
			Official travel	72.1		72.1
			RPTC/IDDA	1,082.0		1,082.0
			Other expenditures	172.4		172.4
Technical cooperation (extrabudgetary)		9,400.0	Total	6,179.5	596.9	6,776.4
Total resources (including extrabudgetary TC)						16,176.4

#### Context

C.10. The Programme deals with a particular aspect of poverty, namely poverty of information. The Programme aims at narrowing the information gap that is arising between and within countries: between those that have easy access to information (and know how to use it) and those that do not. More specifically, the Programme addresses two aspects of information poverty. First, developing countries and economies in transition often do not have timely, comparable, high-quality industrial statistics that comply with international standards, as well as policy-relevant information that can be derived from those statistics. Secondly, they have weak national and local capabilities to use modern information and communication technologies.

#### Objective

C.11. The objective of the Programme is to increase the capacity of developing countries and economies in transition to generate timely, comparable, high-quality industrial statistics that comply with international standards, as well as policy-relevant information that can be derived from those statistics. National and local capabilities to use modern information and communication technologies to support information networks for public- and private-sector decision-making will be increased.

#### Services provided and expected outputs

C.12. The Programme comprises the establishment and strengthening of industrial statistical infrastructures, including the building up of national and local information networks of selected target groups (SMEs and Governance institutions) using modern information technology.

C.13. Global forum functions are exerted in two directions: Firstly, to develop and propagate international conventions and methodologies in industrial statistics; secondly, to strengthen the knowledge base of UNIDO and its dissemination to the world via the Web-site.

C.14. During the biennium, the Programme will focus on the following services and outputs:

01: Statistics:

(a) Dissemination through diskettes, the Internet and publications of internationally consistent industrial data and supplementary information;



- (b) Provision of on-line support in the use of the above to users;
- (c) Participation in the establishment of international industrial statistical standards;
- (d) Establishment and strengthening of industry-based national public and private sector statistical capabilities.

02: Information networks:

- (a) Assistance in the establishment of private sector information networks;
- (b) Assistance in the establishment of information networks in and among public-sector institutions.

### Programme C.4: Metrology, Standardization, Certification and Accreditation

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
4.6	3.4	8	980.6	507.8	1,488.4
			25.5		25.5
			64.6		64.6
			404.4		404.4
			73.6		73.6
			1,548.7	507.8	2,056.5
		6,500.0			
			Total resources (including extrabudgetary TC)		8,556.5

#### Context

C.15. Much-needed gains from global trade will accrue to those developing countries and economies in transition that offer competitive levels of product quality and meet a growing number of international standards. These standards span a broad and growing range of activities, from quality and environmental management systems to matters of consumer health and safety, metrology and calibration of measurement equipment. The rapid demise of state-sponsored protection—along with growing unemployment and poverty—confront developing countries with the urgent need to upgrade and link capacities in standardization, metrology and the mechanisms for mutual recognition of related certificates.

#### Objective

C.16. The objective of the Programme is to identify institutional priorities and provide flexible solutions for the creation of competencies in standardization, metrology, certification and accreditation.

#### Services provided and expected outputs

C.17. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.18. During the biennium, the Programme will focus on the following services and outputs:

01: Harmonization of legal and regulatory framework:

(a) Assistance in the review and evaluation of existing and proposed laws and regulations regarding quality, standardization, metrology, certification and accreditation. Assistance in the streamlining and integration of existing laws and regulations in order to move towards a fully functioning national institutional infrastructure which supports quality improvement, standardization and certification, and the protection of consumers and the environment.

02: Standardization:

(a) Establishment and upgrading of national and regional standardization bodies;

(b) Assistance in the establishment of partnerships among standardization bodies to exchange information on standards and management practices, as well as assistance in harmonizing standardization activities and promotion of membership in and cooperation with regional and international standardization institutions;

(c) Raising awareness in developing countries of development trends in standards and technical regulations at international fora.

03: Metrology system:

(a) Establishment or upgrading of national and regional laboratory capacities for legal and industrial metrology as well as product quality and materials testing (including reference materials);

(b) Establishment of national and/or regional metrology laboratories for primary and secondary physical industrial standards and implementation of national and international networks of calibration and materials testing laboratories (inter- comparison).

04: Certification and accreditation:

(a) Establishment and upgrading of national and regional certification and accreditation bodies and assistance in achieving international recognition of certification for products, systems, laboratories, measurements, tests and technical personnel;

(b) Pre-auditing of accreditation bodies in developing countries to prepare them for international recognition by the International Accreditation Forum and assistance in the drafting and negotiation of Mutual Recognition Agreements.

### Programme C.5: Continuous Improvement and Quality Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
6.4	2.6	9	1,345.2	513.3	1,858.5
			102.5		102.5
			80.2		80.2
			26.1		26.1
			344.4		344.4
			339.1		339.1
Technical cooperation (extrabudgetary)		14,000.0	2,237.5	513.3	2,750.8
Total resources (including extrabudgetary TC)					16,750.8

#### Context

C.19. Continuous improvement is a dynamic process which fully utilizes an organization's staff and technology to produce continuous improvements in product quality, costs and production flexibility—along with other attributes which add value and increase customer satisfaction. At the level of a nation's economy, continuous improvement drives productivity, competitiveness and growth, and is essential for sustained increases in social and economic development.

#### Objective

C.20. The objective of the Programme is to identify priorities for both policymakers and institutions, and offer a set of flexible services through assistance in the creation of institutional capacity in the area of continuous improvement and quality management to ensure sustained increases in social and economic well-being.

#### Services provided and expected outputs

C.21. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.22. During the biennium, the Programme will focus on the following services and outputs:

- (a) Capacity-building in the areas of quality management and continuous improvement, decision support systems, including BEST, FIT and PHAROS, as well as identification and evaluation of business performance indicators through benchmarking of local industry performance against international best practices;
- (b) Support to local institutional counterparts in the implementation of ISO 9000 and other related international standards for quality management systems;
- (c) Provision of integrated services to help local support services to restructure and upgrade industries, improve competitiveness and corporate governance:

- (i) Based on pilot programmes with high demonstration effects, implementation of continuous improvement and quality management, restructuring and upgrading activities;
- (ii) Development of national management consultancy capabilities.

### Programme C.6: Upgrading Agro-Industries and Related Technical Skills

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total	
18	12	30	Staff costs	3,771.2	1,914.4	5,685.6
			Consultants	180.0		180.0
			Meetings	228.0		228.0
			Official travel	82.3		82.3
			RPTC/IDDA	1,912.0		1,912.0
			Other expenditures	181.3		181.3
			Total	6,354.8	1,914.4	8,269.2
Technical cooperation (extrabudgetary)		16,000.0	Total resources (including extrabudgetary TC)			24,269.2

#### Context

C.23. The rural populations of many developing countries, mostly African countries and LDCs, suffer from poverty and hunger, have few employment possibilities, and lack the basic necessities of life: water, food, clothing, footwear and shelter. Agricultural produce is often wasted (up to 40 per cent) through lack of storage and processing facilities, absence of road transport infrastructure and poor knowledge of the basic technologies for processing, conversion and manufacturing. There is weak technical support from institutions regarding machinery, process selection, training and research and development.

#### Objective

C.24. The objective of the Programme is to build up capacities and competencies of industrial enterprises and supporting institutions concerned with the conversion or processing of naturally occurring raw materials and agricultural produce by providing specialized sector-specific technical support and advice, thus contributing to the alleviation of poverty and hunger in rural areas through the creation of gainful employment.

#### Services provided and expected outputs

C.25. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.26. During the biennium, the Programme will focus on the following services and outputs:

- 01: Technical and economic support to link industry with agriculture:
- (a) Assistance in assessing the technical support, in particular the processing technologies, required to improve linkages between industry and agriculture.

02: Improvement of service capabilities:

- (a) Improved grain-milling and production of bakery products; vegetable oil extraction; processing of fruits and vegetables including extracts from tropical plants; meat and fish processing; dairy products; and related aspects of health and safety, packaging, product and process control to ensure maintenance of high standards needed for export;
- (b) Improved tanning of hides and skins to prevent serious pollution problems; provision of advice on tannery processes to minimize harmful effluents and to raise product quality levels. Support to the manufacture of footwear and other leather products in terms of selection and use of equipment, processing technologies and style and fashion considerations;
- (c) Improved textile and garment production, involving the use of natural fibres and synthetics for textiles, spinning, weaving and knitting processes, dyeing and finishing, including computerized colorimetry and colour-matching to reduce pollution from pigments used and the minimization of waste in cutting out for garments;
- (d) Sustainable forest management and conservation by increasing value added to forest products through manufacture of furniture and joinery items for building and the rational use of timber in construction of durable structures;
- (e) Technical support in agro-chemicals to ensure production of environmentally acceptable chemical inputs to agriculture such as fertilizers, pesticides and seed coatings and agro-chemical substitutes;
- (f) Improved agro-machinery, including the design and manufacture of basic machinery and tools used for agricultural production and processing. Provision of advice on the establishment of rural repair and maintenance workshops and at the national level, on the establishment of agriculture machinery industrial support systems.

## Programme C.7: Policy Framework for Small and Medium Enterprises

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
3.2	1.9	5.1	Staff costs	926.7	104.6	1,031.3
			Consultants	30.0		30.0
			Meetings	67.4		67.4
			Official travel	24.7		24.7
			RPTC/IDDA	569.3		569.3
			Other expenditures	73.4		73.4
Technical cooperation (extrabudgetary)		3,400.0	Total	1,691.5	104.6	1,796.1
			Total resources (including extrabudgetary TC)			5,196.1

### Context

C.27. In a world of growing competition, the challenge for those involved in small and medium enterprise (SME) promotion is to develop and improve policy support measures, primarily by creating an environment that will enable SMEs to emerge and prosper on their own. A coherent government policy is crucial in creating a level playing field for SMEs to develop. The services emphasize that cooperation is needed between government and the private sector in developing national strategies and policies to promote the SME sector, improve the legal and regulatory framework and build up a network of demand-driven institutions and support measures addressing the needs of SMEs.

### Objective

C.28. The objective of the Programme is to strengthen national capabilities to establish an effective policy and institutional environment for promoting the SME sector and its contribution to industrial growth and productive employment.

### Services provided and expected outputs

C.29. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.30. During the biennium, the Programme will focus on the following services and outputs:

- 01: Development strategies and policies for SMEs and private sector development:
- (a) Assistance to Governments in formulating national strategies and policies to promote SME and private sector development, and training of staff of public agencies concerned;
  - (b) Assistance in the design of an effective process of SME strategy and policy formulation;
  - (c) Promotion of public-private sector dialogue on SME policies and enhancement of the competencies of advocacy organizations;

(d) Advice on simplifying administrative procedures and addressing inadequate legislative or regulatory frameworks.

02: Institutional arrangements for governance of the SME sector:

(a) Advice on well-coordinated implementation of SME policies;

(b) Assistance in the development of a strong ministerial and departmental representation of SME issues in government.

03: Local and regional dimensions of policies for SMEs:

(a) Strengthening of competencies at the regional/local level in the strategic assessment of SME needs and support requirements;

(b) Assistance in the formulation, at the regional/local level, of an appropriate policy to develop a network of demand-driven SME support institutions and support services.

04: Monitoring performance and skill requirements of SMEs:

(a) Strengthening of national capabilities to collect and analyse SME-related information for policy and programme formulation, including monitoring of the impact of SME support programmes;

(b) Analysis and assessment of the changing skills requirements of SMEs in response to global competitive pressures.

05: Methodological support:

(a) Maintenance and development of tools for preparing assessments of the SME sector; guidebooks for specific SME policies and programmes; best-practice guidelines.

### Programme C.8: Industrial Business Development Services

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
8.8	7.3	16.1	Staff costs	1,848.1	3,019.0
			Consultants	100.0	100.0
			Meetings	68.3	68.3
			Official travel	18.5	18.5
			RPTC/IDDA	2,261.5	2,261.5
			Other expenditures	114.1	114.1
Technical cooperation (extrabudgetary)		13,200.0	Total	4,410.5	5,581.4
Total resources (including extrabudgetary TC)					18,781.4

#### Context

C.31. SMEs play a leading role in industrial development, particularly in creating employment and contributing to poverty alleviation. The role of entrepreneurs is critical to the growth in the number and efficiency of SMEs. Entrepreneurs may face many constraints, however, as a result of the size and isolation of their businesses and their own inexperience. Various types of business development services have been developed to help entrepreneurs overcome such constraints. Activities include advisory services for small businesses, training and business publications, business incubators, assistance in establishing networking arrangements and support to rural entrepreneurs. Institutions providing those services are often non-existent, however, or are poorly designed or organized to provide the services well.

#### Objective

C.32. The objective of the Programme is to establish or strengthen the capacity of institutions so that entrepreneurs operating SMEs can receive cost-effective support to overcome critical constraints to successful business creation and operation.

#### Services provided and expected outputs

C.33. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.34. During the biennium, the Programme will focus on the following services and outputs:

01: Business advisory services and business incubators:

- (a) Assistance in the design, establishment or strengthening of business centres or similar business advisory services which ensure that critical issues such as sustainability, the role of subsidies and counselor selection and training are properly considered;
- (b) Support for the design and setting up of incubator facilities, and selection and training of incubator managers and counselors;
- (c) Capacity-building programmes for entrepreneurship development;



(d) Assistance in the preparation of action plans to implement information networking, outreach mechanisms and the establishment of loan mechanisms for entrepreneurs.

02: Rural entrepreneurship:

(a) Strengthening of the capabilities of existing institutions to support micro- and small enterprises in rural areas;

(b) Development of capacities to improve the regulatory environment for entrepreneurship in a particular area.

03: Networking services for SMEs:

(a) Assistance in the design and implementation of programmes for the creation and development of SME networks;

(b) Assistance in the formulation and implementation of cluster development projects;

(c) Assistance in the identification of subcontracting opportunities and to suppliers in upgrading their capabilities for taking advantage of those opportunities;

(d) Assistance in the design of policies to promote subcontracting and supplier development.

04: Methodological support:

(a) Maintenance and development of tools that can be used to render effective industrial business development services, such as guidelines for business incubation systems/business centres; guidelines for village industry promotion; manuals for promoting SME cooperation networks.

### Programme C.9: Women's Entrepreneurship Development

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
3	0.8	3.8	491.5	238.6	730.1	
Technical cooperation (extrabudgetary) 3,400.0			Staff costs			
			Consultants			
			Meetings			
			Official travel	18.5	18.5	
			RPTC/IDDA	716.4	716.4	
			Other expenditures	69.8	69.8	
			Total	1,296.2	238.6	1,534.8
			Total resources (including extrabudgetary TC)		4,934.8	

#### Context

C.35. There are major constraints preventing gender balance in industry. Discriminatory practices experienced by women entrepreneurs are deeply rooted in socio-cultural values and stereotyped attitudes in the business environment. Gender-sensitive industrial policy is therefore a major precondition for promoting sound and efficient entrepreneurial activities by women entrepreneurs. The provision of services for gender awareness-building, information collection and analysis of the participation of women entrepreneurs in industry (or on a subsectoral basis, if necessary), as well as recommended policy measures, will lead to gender-sensitive policy formulation and implementation. This needs to be complemented by appropriate support services for women entrepreneurs, in particular by programmes to enhance their technical and managerial skills.

#### Objective

C.36. The objective of the Programme is to strengthen the capacity and capabilities of decision makers in Government, the private sector, and SME-related support institutions in assessing the needs and constraints of, and opportunities for, women entrepreneurs in industry and to enhance the skills of women entrepreneurs.

#### Services provided and expected outputs

C.37. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

C.38. During the biennium, the Programme will provide focus on the following services and outputs:

01: Gender awareness-building and gender-specific information and research:

- (a) Provision of programmes to develop the skills of decision makers in assessing the needs and constraints of, and opportunities for, women entrepreneurs;
- (b) Assistance in capacity-building for the systematic collection and analysis of gender-specific data and information on the role of women in industry;

(c) Action-oriented research and analysis to assess the socio-economic situation, physical and social infrastructure and policy and legal provisions that have an impact on women's entrepreneurship development.

02: Policy advice and capacity-building for gender mainstreaming:

(a) Provision of policy formulation services which effectively incorporate gender-mainstreaming strategies;

(b) Assistance in capacity-building for public- and private-sector institutions in better developing and applying the necessary methodologies to put into force existing gender-sensitive policies, laws and regulations.

03: Skill enhancement for women entrepreneurs:

(a) Provision of integrated training (managerial and technical) to groups of women entrepreneurs, with special emphasis on agro-based industries;

(b) Capacity-building for public and private sector institutions in identifying the needs of women entrepreneurs and applying the necessary methodologies to enhance their technical and managerial skills.

04: Methodological support:

(a) Maintenance and development of: training modules for gender impact analysis and planning; databases on women in industry and analytic tools for identification of industrial skill requirements; gender analysis and planning framework; various methodologies for technical training of women entrepreneurs.

### Programme C.10: Direction and Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
4	5	9	1,821.1		1,821.1
			100.8		100.8
			2,407.7		2,407.7
			4,329.6		4,329.6

#### Context

C.39. Major Programme C (Strengthening of Industrial Capacities) provides the overall framework for UNIDO global forum functions and technical cooperation activities aimed at strengthening the industrial capacities of developing countries and economies in transition. The programme includes activities with regard to the flow of investment and technology resources; action-oriented research, industrial policies and strategies; industrial statistics and information networking; development and promotion of the private sector, especially

micro-, small and medium enterprises and women entrepreneurs; quality, standardization and metrology; as well as continuous improvement and quality management. These activities are in conformity with the priorities established in the Business Plan and elaborated in its nine service modules.

### **Objective**

C.40. The objective of the Programme is to provide effective overall management and direction to the activities of the Major Programme, establish, monitor and maintain effective coordination and cooperation among the component Programmes, thereby ensuring integration of activities and services carried out within the service modules.

### **Services provided and expected outputs**

C.41. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow up the implementation of the work programmes, and in so doing will ensure the effective and efficient financial and administrative management of the Major Programme by:

- (a) Proposing strategic priorities, work plans and budgets of the Investment Promotion and Institutional Capacity-building Division;
- (b) Managing, developing and evaluating staff in the Division;
- (c) Managing financial resources of the Division and coordinating activities related to information management;
- (d) Identifying, developing new programmes and projects;
- (e) Assisting the Director-General in the overall management and representation of the Organization;
- (f) Monitoring global trends, particularly those relevant to the work of the Division and recommending to the Director-General changes to UNIDO policies, strategies and programmes.

**MAJOR PROGRAMME D:  
CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT**

**Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
51	37	88	12,291.2	5,081.0	17,372.2
Technical cooperation (extrabudgetary) 104,300.0			Staff costs		17,372.2
			Consultants	274.0	274.0
			Meetings	545.1	545.1
			Official travel	440.1	440.1
			RPTC/IDDA	1,800.8	1,800.8
			Other expenditures	1,782.4	1,782.4
			<b>Total</b>	<b>17,133.6</b>	<b>5,081.0</b>
			<b>Total resources (including extrabudgetary TC)</b>		<b>126,514.6</b>

**By programme**

	Posts		Regular and operational budgets	Technical Cooperation Extrabudgetary	TOTAL
	P	GS			
D.1. Environmental Policy Framework	2.5	3.0	1,349.7	3,300.0	4,649.7
D.2. Cleaner Production	7.4	5.7	3,221.3	16,300.0	19,521.3
D.3. Pollution Control and Waste Management	6.1	4.3	2,375.6	5,000.0	7,375.6
D.4. Energy Efficiency	6.0	4.0	2,614.0	7,400.0	10,014.0
D.5. Renewable Energy Development	4.0	2.0	1,857.0	3,600.0	5,457.0
D.6. Montreal Protocol on Substances that Deplete the Ozone Layer	16.0	11.0	5,770.6	65,500.0	71,270.6
D.7. United Nations Framework Convention on Climate Change and Kyoto Protocol	5.0	3.0	1,975.1	3,200.0	5,175.1
D.8. Direction and Management	4.0	4.0	3,051.3		3,051.3
<b>D. Total major programme</b>	<b>51.0</b>	<b>37.0</b>	<b>22,214.6</b>	<b>104,300.0</b>	<b>126,514.6</b>

**Objective**

D.1. Major Programme D (Cleaner and Sustainable Industrial Development) provides the overall framework for all activities of UNIDO aimed at promoting environmentally sustainable industrial development.

## Programme D.1: Environmental Policy Framework

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
2.5	3	5.5	442.9	584.2	1,027.1
Technical cooperation (extrabudgetary) 3,300.0			Staff costs		
			Consultants		
			Meetings	20.4	20.4
			Official travel	24.7	24.7
			RPTC/IDDA	252.5	252.5
			Other expenditures	25.0	25.0
			Total	765.5	1,349.7
Total resources (including extrabudgetary TC)					4,649.7

### Context

D.2. Although most developing countries and economies in transition have enacted environmental legislation and regulations to reduce industrial pollution, this has not always led to the desired impact in terms of improved environmental quality. This is due to a number of reasons: environmental norms sometimes set requirements that are not based on the unique environmental conditions of the country and are difficult to meet in terms of both the costs and the deadline for compliance; there are inadequate institutional capacities to transform the norms into subsector-specific standards and good management practices; the norms do not always eliminate disincentives to comply such as under-priced material inputs nor do they provide incentives such as tax credits.

### Objective

D.3. The objective of the Programme is to build capacities primarily within the nexus of ministries of planning, finance, industry and environment, the private sector and civil societies to formulate and implement cost-effective and consensus-based environmental policies and regulations for the industrial sector.

### Services provided and expected outputs

D.4. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

D.5. During the biennium, the Programme will focus on the following services and outputs:

01: Support to policy formulation:

(a) Assistance in the preparation of environmental policies that are to be incorporated into the overall industrial development plan of a country or are intended as stand-alone instruments.

02: Standard-setting:

(a) Upgrading of capabilities to formulate standards and practices, including the setting of environmental norms for the discharge of pollutants into the ambient environment and operational discharge standards for specific subsectors.

03: Regulation development support:

(a) Provision of training in permit writing, monitoring of compliance and enforcement that reflects the unique socio-economic and cultural situation of a country.

04: Development of environmental monitoring systems:

(a) Upgrading of the capacities of regulatory agencies to assess the actual magnitude of the emissions of pollutants by industrial facilities and the impact of pollutants on the ambient environment.

05: Coastal zone management:

(a) Assessment of the changing state of large marine ecosystems and assistance in the design and implementation of integrated coastal zone management programmes that address those changes in terms of sustainable exploitation of food resources, the needs of industry and the impact of human health.

### Programme D.2: Cleaner Production

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total	
7.4	5.7	13.1	Staff costs	1,306.1	1,192.2	2,498.3
			Consultants	20.0		20.0
			Meetings	72.0		72.0
			Official travel	12.3		12.3
			RPTC/IDDA	529.6		529.6
			Other expenditures	89.1		89.1
		16,300.0	Total	2,029.1	1,192.2	3,221.3
Technical cooperation (extrabudgetary)			Total resources (including extrabudgetary TC)			19,521.3

#### Context

D.6. Cleaner production addresses the problem of industrial pollution by reducing wastes during the production process instead of dealing with them at the end of the pipe. Its focus is on the continuous application of an integrated preventive environmental strategy embracing processes and products to reduce risks to humans and the environment. Developing countries and economies in transition are not often aware of the potential that preventive measures can yield for the reduction of excess process inputs and utilization of non-product outputs to meet environmental norms. In some cases both government and industry lack information about the techniques and technologies and, in other cases, they tend to overlook the environmental and financial benefits of preventive measures; or they do not think that the techniques and technologies are appropriate for their situation.

#### Objective

D.7. The objective of the Programme is to build capacities within industrial service organizations to work with SMEs and enable them to take advantage of the potential for cleaner production.

### **Services provided and expected outputs**

D.8. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

D.9. During the biennium, the Programme will focus on the following services and outputs:

01: Awareness raising:

(a) Seminars, conferences and workshops, and information campaigns for the main stakeholders in both the public and private sector on the purpose and benefits of cleaner production;

(b) Demonstration projects in the area of cleaner production.

02: Training:

(a) Group and on-the-job training for commercial and industrial enterprises on the:

- Conduct of a materials balance
- Identification of options for reducing waste
- Evaluation of the technical and financial viability of those options
- Implementation

03: Provision of information:

(a) Strengthening the capacity of relevant institutions to gather, process and disseminate data and information on cleaner production and related areas (including the environmentally sound management of chemical and biological substances); promotion of information exchange and networking at the international level.

04: Assessment and transfer of environmentally-sound technologies:

(a) Strengthening of national capacities to evaluate, transfer and install cleaner technology and techniques (including the use of hazardous and toxic chemical and biological substances).

05: National Cleaner Production Centres (NCPCs):

(a) Technical support to the network of existing NCPCs and promotion of the establishment of new ones.

06: Methodological support:

(a) Maintenance and development of methodologies, manuals and kits in the field of cleaner production and related areas.



### Programme D.3: Pollution Control and Waste Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
6.1	4.3	10.4	1,474.0	500.7	1,974.7
			44.0		44.0
			14.4		14.4
			294.1		294.1
			48.4		48.4
Technical cooperation (extrabudgetary)		5,000.0	1,874.9	500.7	2,375.6
Total resources (including extrabudgetary TC)					7,375.6

#### Context

D.10. Industrial production generates waste and pollutants that even the adoption of cleaner production can never eliminate completely. These wastes and pollutants can be harmful to the environment if disposed incorrectly, especially where toxic or hazardous chemical or biological substances are involved. Industrial facilities must therefore often take end-of-pipe actions to reduce the quantities of wastes and pollutants in need of disposal by recycling and recovering or by destroying them; or failing that, to ensure at least safe disposal. Similarly, municipal solid waste, if not managed correctly, can pollute air, water and soil, and put the health of the population at risk. Unfortunately, in many developing countries and economies in transition, the support services for industrial pollution control and waste management are not very well developed, especially at the practical level (although academic knowledge often exists). The result is that current practices for dealing with residual pollution and waste are inadequate, putting the environment and human health at risk.

#### Objective

D.11. The objective of the Programme is to increase the awareness of both the public and private sector of the value of offering pollution control services and to provide appropriate advice on pollution control and waste management technology to enterprises.

#### Services provided and expected outputs

D.12. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

D.13. During the biennium, the Programme will focus on the following services and outputs:

01: Awareness raising:

(a) Seminars, conferences and workshops for the main stakeholders in both the public and private sector, and information campaigns on two main topics—that is (i) availability and use of pollution-control services and (ii) market opportunities for entering the pollution-control and waste-management business;

(b) Demonstration projects on pollution control and waste management.

## 02: Training:

(a) Training programmes on (i) the identification and evaluation of pollution control and waste management options, (ii) financial evaluation, and (iii) operating the technologies.

## 03: Pollution control database and networking:

(a) Strengthening institutional capacity to gather, process and disseminate data and information on pollution control, waste management and related areas; promotion of international networking.

### Programme D.4: Energy Efficiency

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
6	4	10	1,553.6	472.7	2,026.3
Technical cooperation (extrabudgetary) 7,400.0			Staff costs		2,026.3
			Consultants	52.0	52.0
			Meetings	40.8	40.8
			Official travel	98.9	98.9
			RPTC/IDDA	346.0	346.0
			Other expenditures	50.0	50.0
			Total	2,141.3	2,614.0
Total resources (including extrabudgetary TC)					10,014.0

#### Context

D.14. Developing countries and economies in transition require sharp increases in the provision of reliable, secure and affordable energy services to improve the standard of living of their growing populations. Nevertheless the production/generation, distribution and use of energy are sources of pollution and waste in these countries. There is growing national and international pressure to reduce the environmental damage associated with fossil fuel consumption; and to greatly increase energy efficiency in every sector of the economy in order to reduce costs, enhance competitiveness and conserve energy resources.

#### Objective

D.15. The objective of the Programme is the sustainable supply and efficient industrial use of reliable, clean and affordable energy in developing countries and economies in transition.

#### Services provided and expected outputs

D.16. The Programme comprises the identification, development and implementation of technical projects and global forum function activities. Capacities are developed to identify and introduce energy efficiency measures using energy audit, monitoring and system analysis techniques. Assistance is provided in carrying out plant-level demonstration programmes, which range from the improvement of good housekeeping techniques, modification of existing equipment and retrofitting, to the extensive modification or replacement of entire processes.

D.17. During the biennium, the Programme will focus on the following services and outputs:

01: Plant level energy-efficiency demonstration: Demonstration of innovative energy-efficient processes in energy-intensive industries (aluminum, cement, chemical, glass and ceramics, iron and steel, etc.):

- (a) Assessment of the current situation and definition of the relevant housekeeping measures that result in energy efficiency within the short term;
- (b) Analysis of the performance of the existing energy-intensive equipment and machinery and introduction of appropriate measures such as equipment modification or replacement, retrofitting, co-generation or installation of a heat recovery system;
- (c) Introduction of new technologies and process options for cases in which the economic life of the plant has expired and the above-mentioned measures are no longer viable.

02: Capacity-building services: Assistance to enhance the energy-efficiency advisory capacity of industrial support institutions such as industry associations, particularly:

- (a) Promotion of awareness of the importance of industrial energy efficiency and the need for voluntary agreements between local industry and authorities;
- (b) Harmonization of national energy-related technical standards;
- (c) Demonstration of appropriate energy-saving technologies which accelerate progress on the introduction of modern energy efficient production technologies and techniques which take into account the use of raw materials, reduction of emissions and opportunities for fuel-switching;
- (d) Assistance in conducting energy audits in manufacturing plants;
- (e) Improvement of end-product energy efficiency especially of domestic appliances.

### Programme D.5: Renewable Energy Development

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
4	2	6	Staff costs	1,007.5	268.3	1,275.8
			Consultants	68.0		68.0
			Meetings	41.5		41.5
			Official travel	55.6		55.6
			RPTC/IDDA	378.6		378.6
			Other expenditures	37.5		37.5
Technical cooperation (extrabudgetary)		3,600.0	Total	1,588.7	268.3	1,857.0
			Total resources (including extrabudgetary TC)			5,457.0

#### Context

D.18. Many developing countries and economies in transition, particularly LDCs, face the urgent need to provide adequate, modern energy services, especially electricity, to billions of people in rural areas. This requires significant financial, human and technical resources. Before such resources can be mobilized, renewable energy sources should be exploited for decentralized energy supply to areas not served by electric power grids.

D.19. There are abundant opportunities for increased use of renewable energy which is environmentally more benign than conventional energy sources. Increased use of such energy would lead to reduced emissions of greenhouse gases and other atmospheric pollutant responsible for global pollution and climate change. Renewable energy development will also promote local manufacture of appropriate energy equipment, transfer of technologies and creation of capacities.

#### Objective

D.20. The objective of the Programme is to increase the availability and efficient use of energy in rural areas, mainly through the development of renewable energy sources and local manufacture of appropriate energy generation equipment.

#### Services provided and expected outputs

D.21. The Programme comprises the identification, development and implementation of technical cooperation and global forum function activities.

D.22. During the biennium, the Programme will focus on the following services and outputs:

- (a) Assistance in conducting market assessments for the introduction of commercially viable renewable energy systems, in cooperation with private sector entrepreneurs and development financing institutions. In preparation for this assistance, provision of objective assessments of renewable energy systems considered to be ready for commercial application in developing countries;
- (b) Strengthening of capabilities in all aspects of renewable energy planning and implementation, including the development and strengthening of local manufacturing capacity of renewable energy equipment.

## Programme D.6: Montreal Protocol on Substances that Deplete the Ozone Layer

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total	
16	11	27				
			Staff costs	3,547.0	1,706.2	5,253.2
			Consultants			
			Meetings	278.1		278.1
			Official travel	81.3		81.3
			RPTC/IDDA			
			Other expenditures	158.0		158.0
Technical cooperation (extrabudgetary)		65,500.0	Total	4,064.4	1,706.2	5,770.6
Total resources (including extrabudgetary TC)						71,270.6

### Context

D.23. Protection of the ozone layer from the damage inflicted by certain gases—mainly chlorofluorocarbons, methyl bromide and halons—requires a new approach towards global environmental management and multilateral efforts. The Vienna Convention for the Protection of the Ozone Layer and the subsequent Montreal Protocol on Substances that Deplete the Ozone Layer form the basis for a global cooperative effort to combat the environmental hazard of ozone depletion. Although all parties to the Protocol are committed to a scheduled phase-out of ozone-depleting substances (ODS), developing countries are entitled to a grace period for phasing out the consumption and production of ODS. UNIDO, as one of the four implementing agencies of the Montreal Protocol, assists developing countries and economies in transition in their efforts to eliminate the use and production of ODS within the agreed time frame.

### Objective

D.24. The objective of the Programme is to facilitate the transfer of environmentally sound (non ODS-based) technologies to developing countries and help them strengthen their national capacity to comply with the provisions of the Montreal Protocol.

### Services provided and expected outputs

D.25. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

D.26. During the biennium, the Programme will focus on the following services and outputs:

01: Capacity-building:

- (a) Strengthening of the capacity of authorities to make informed decisions on policy, technology and financial options that will result in cost-effective ODS-related activities;
- (b) Assistance in the preparation of national country programmes on ODS phase-out;
- (c) Training and awareness conferences, seminars and workshops on non-ODS technologies;

- (d) Assistance in the establishment of national demonstration and training centres and of service and maintenance networks of local experts;
- (e) Provision of management programmes for technical personnel and plant managers in handling new technologies;
- (f) Assistance in the preparation of codes of good servicing, maintenance and production practices.

02: Direct support:

- (a) Assistance in the identification and implementation of state-of-the-art non-ODS production technology, taking into account the respective costs and safety issues;
- (b) Assistance to industry and Governments in the preparation of sectoral phase-out strategies, the conversion of production lines to eliminate the use of ODS, retrofitting, maintenance, recovery and recycling;
- (c) Assistance to industry and Governments in identifying and testing national alternatives to the use of specific fumigants, such as methyl bromide, and advice on the design and provision of technical cooperation for the implementation of the complete phase-out programme;
- (d) Assistance in the transfer of clean (non-ODS) technology, including the use and/or acquisition of overseas technology rights, equipment procurement, upgrading product and process design, conservation and maintenance measures and training of staff;
- (e) Commissioning of production lines after project completion.

## Programme D.7: United Nations Framework Convention on Climate Change and Kyoto Protocol

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total	
5	3	8	Staff costs	1,520.6	116.4	1,637.0
			Consultants	90.0		90.0
			Meetings	92.3		92.3
			Official travel	82.3		82.3
			RPTC/IDDA			
			Other expenditures	73.5		73.5
			Total	1,858.7	116.4	1,975.1
Technical cooperation (extrabudgetary)		3,200.0	Total resources (including extrabudgetary TC)			5,175.1

### Context

D.27. Rapid, energy-intensive growth and inappropriate governance, combined with an inability to secure investment required for introducing energy-efficient technologies, have resulted in the industrial sector becoming a major cause of increasing local and regional environmental degradation and accelerating emissions of greenhouse gases in developing countries and economies in transition.

D.28. Greenhouse gas emissions from fossil fuel combustion dominate the climate debate. In 1995, the industrial sector accounted for 41 per cent of global energy use and up to 47 per cent of global emissions of carbon dioxide. Ways of accelerating the introduction into developing countries and economies in transition of energy-efficient industrial technologies and technologies for environment-friendly energy supply continue to be recognized as issues that are central to the attainment of sustainable development.

### Objective

D.29. The objective of the Programme is to assist developing countries and economies in transition develop their capacity to respond to the opportunities presented by both the Framework Convention and the Kyoto Protocol through improved policies and capacity-building measures aimed at fostering both the efficient use of energy by industry and enhancing the capacity of local industry to provide the technology and equipment required to reduce energy use.

### Services provided and expected outputs

D.30. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities. UNIDO provides information and advice on policies and practical measures which facilitate the selection, adoption, adaptation and assimilation of energy-efficient industrial practices, processes and technologies. Local entrepreneurs and institutions, in particular, will have improved access to clean and efficient energy technologies.

D.31. During the biennium, the Programme will focus on the following services and outputs:

01: Support to the Kyoto Protocol intergovernmental process:

(a) Development of methodologies for the Clean Development Mechanism and Joint Implementation industrial projects under the Kyoto Protocol;

(b) Identification and assessment of energy-efficient industrial technologies that control or avoid greenhouse gas emissions.

02: Needs assessment, capacity-building, and technology information:

(a) Assessment and analysis of energy-intensive industrial subsectors, including identification of barriers to implementation of energy efficiency measures which reduce greenhouse gas emissions controlled by the Kyoto Protocol;

(b) Capacity-building at the institutional and policy levels for technically accurate application of the guidelines and methodologies for the development of Clean Development Mechanism and Joint Implementation projects under the Kyoto Protocol;

(c) Networking of climate-relevant industrial technology knowledge centres, together with the provision of assessed technical information and related support services.

### Programme D.8: Direction and Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
4	4	8	1,439.5	240.3	1,679.8
			70.6		70.6
			1,300.9		1,300.9
			2,811.0	240.3	3,051.3

#### Context

D.32. The Programme ensures the effective management and coordination for all activities under the Major Programme and provides policy guidance for the substantive work programmes of the Sectoral Support and Environmental Sustainability Division based, *inter alia*, on participation in various international fora and key multilateral events, discussions with representatives of governments and other United Nations bodies. The Programme is also responsible for monitoring and reporting on the Division's resources and overall performance and providing various administrative support services to the Branches in the Division.

#### Objective

D.33. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure coordination and cooperation among the component service modules as well as with all other service modules and programmes within UNIDO.



**Services provided and expected outputs**

D.34. During the biennium, the Programme will focus on the following services and outputs:

- (a) Promotion of networking within and outside the United Nations system on issues related to environmentally sustainable industrial development by development of new programmes (including global forum activities) and projects, ensuring integration of global forum and technical cooperation;
- (b) Promotion of awareness and provision of data and information to other United Nations agencies, representatives of Member States, governing bodies, universities and civil society organizations on the services available within the Division;
- (c) Preparation of strategic priorities, programmes of work and budgets of the Division; reviewing projects and programmes prepared in the division for quality improvement, certification and approval of project documents. Assurance of optimal service delivery and accountability;
- (d) Management and evaluation of the human and financial resources of the Division; provision of administrative support services to divisional staff;
- (e) Assisting the Director-General in the overall management and representation of the Organization.

**MAJOR PROGRAMME E: REGIONAL PROGRAMME****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)			
Professional	General		Regular budget (RB)	Operational budget (OB)	Total	
	Service	Total				
73.5	77	150.5	Staff costs	18,791.5	6,459.8	25,251.3
			Consultants	161.5		161.5
			Meetings	314.6		314.6
			Official travel	684.5		684.5
			RPTC/IDDA	1,898.1		1,898.1
			Other expenditures	5,115.9	1,442.8	6,558.7
			Total (gross)	26,966.1	7,902.6	34,868.7
			Income	(1,015.2)	(433.4)	(1,448.6)
			Total resources (net)	25,950.9	7,469.2	33,420.1

**By programme**

	Posts		Regular and operational budgets
	P	GS	
E.1. Africa and LDCs	26.0	29.0	12,527.2
E.2. Arab Countries	11.0	10.0	4,744.7
E.3. Asia and the Pacific	14.0	16.0	5,765.7
E.4. Europe and NIS	8.0	5.0	2,959.3
E.5. Latin America and the Caribbean	13.0	14.0	5,697.2
E.6. Direction and Management	1.5	3.0	1,726.0
E. Total major programme	73.5	77.0	33,420.1

**Resources (Field and Headquarters)**

	Posts		Resources	Percentage
	P	GS		
<u>Field Representation</u>	50.0	60.0	22,613.6	68%
<u>Headquarters</u>				
Regional Bureaux	22.0	14.0	9,080.5	
Direction and Management	1.5	3.0	1,726.0	
	23.5	17.0	10,806.5	32%
Total	73.5	77.0	33,420.1	100%

## Objective

E.1. The main thrust of the Major Programme is to ensure policy coherence and a demand-driven orientation for UNIDO services in line with the vision driving the programmatic transformation process.

E.2. Accordingly, the Major Programme coordinates the development of comprehensive integrated package of services for countries in all regions based on the 16 service modules to promote sustainable industrial development within the framework of the “3 Es”: competitive Economy, productive Employment and sound Environment. Key principles or criteria for guiding country-level programme development will include: (a) relevance to local industrial development needs; (b) local ownership; (c) effectiveness and efficiency of service delivery; (d) integration with broader United Nations programmatic frameworks such as UNDAF and other initiatives; and (e) the potential impact and sustainability of the programme described in the documents entitled “UNIDO Transformation” and “UNIDO Service Modules”.

E.3. The UNIDO field offices, which represent the backbone of the Major Programme, will maintain contacts and develop appropriate dialogue with all the actors and decision-makers involved in industrial development in the public and private sectors, civil society, particularly the academic community, non-governmental organizations, other multilateral organizations, and with potential donors of technical cooperation funds for UNIDO. In particular, it will continuously assess client requirements in the area of sustainable industrial development and communicate these to UNIDO Headquarters for their utilization in formulation of appropriate technical assistance programmes and projects as well as global forum activities. It will also provide advisory services on various aspects of industrialization, including the delivery of information on such topics as: new and relevant technologies, investment promotion and allied activities, training opportunities, best practices on industrial development, and relevant cross-country experiences.

E.4. In addition, the Major Programme promotes cross-organizational horizontal linkages between the field and Headquarters staff and ensures compliance with implementation, follow-up and monitoring of development cooperation as elaborated in the service delivery plans for each region and mandated in Director-General's Administrative Instruction No. 9 (New Management Framework, Service Management Cycle and Cost Accounting). In so doing, the Major Programme ensures that UNIDO's service delivery is closer to its clients, addresses their major problems, and is more expeditious in its response.

**Programme E.1: Africa and LDCs**

**Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
26	29	55	7,129.1	1,951.0	9,080.1
			81.0		81.0
			216.2		216.2
			184.2		184.2
			1,015.4		1,015.4
			1,951.9	503.6	2,455.5
			10,577.8	2,454.6	13,032.4
			(353.6)	(151.6)	(505.2)
			10,224.2	2,303.0	12,527.2

**Context**

E.5. After a decade of falling growth rates and per capita incomes, the economies of sub-Saharan Africa witnessed a steady economic expansion between 1995 and 1998. Growth prospects for 1999 and 2000 remain modest in the light of global economic problems resulting from recent financial and economic crisis in other developing regions.

E.6. It is also now recognized that to raise productivity and competitiveness of African economies—and industry in particular—efforts will be intensified to tackle market failures (arising from severe informational, institutional and entrepreneurial gaps) and the promotion of technological capability at the policy, institutional and enterprise levels. Enhancing industrial competitiveness will require investment in embodied technology (plant, equipment, licenses, blueprints, etc.) accompanied by investments in skills, information, organizational improvements and linkages with other firms and institutions.

**Objective**

E.7. The objective of the Programme is to address industrial development problems with practical, result-oriented solutions. The main goal will be to promote sustainable private sector-led industrial development through:

- (a) Up-stream activities to enhance capacity-building within both government and private sector institutions for policy formulation, implementation and monitoring;
- (b) Institution-building to transfer and enhance general managerial and entrepreneurial skills;
- (c) The development of technological capabilities at the enterprise level in order to enhance the competitiveness of industrial sectors, industrial expansion and job creation.

E.8. To meet the diverse needs of the region, a further objective of the Programme is to ensure that high-quality and demand-oriented services are effectively delivered. This will be accomplished through effective field coverage at country and subregional levels; the operation of a strengthened and decentralized network of subregional and country offices and national focal points; and a regional bureau for Africa and the LDCs for countries not covered by a field office.

### Subprogramme E.1.1: Africa Field Representation

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular budget (RB)	Operational budget (OB)	Total	
	Service					
18	24	42				
			Staff costs	4,870.9	1,594.4	6,465.3
			Consultants			
			Meetings			
			Official travel	111.9		111.9
			RPTC/IDDA	1,015.4		1,015.4
			Other expenditures	1,176.7	503.6	1,680.3
			Total (gross)	7,174.9	2,098.0	9,272.9
			Income	(353.6)	(151.6)	(505.2)
			Total resources (net)	6,821.3	1,946.4	8,767.7

#### Objective

E.9. The objective of the subprogramme is to strengthen the dialogue with Governments, private sector and United Nations organizations, bilateral divisions and development finance institutions through the provision of advice related to the formulation and implementation of programmes and projects, contributing to mobilization of financial resources, and to provide managerial guidance and supervision of national focal points, JPOs, Associate Experts and other technical staff.

#### Services provided and expected outputs

E.10. During the biennium, the subprogramme will focus on the following services and outputs:

- (a) Preparation of a UNIDO country support strategy and an annual country programme of cooperation for sustainable industrial development;
- (b) Systematic needs assessment and screening of all requests for UNIDO assistance;
- (c) Coordination of preparation of project documents in accordance with UNIDO's established service modules;
- (d) Mobilization of financial resources at the country level from national, bilateral and multilateral sources. Facilitation of access to IDDA seed money to allow UNIDO Representatives and regional multi-disciplinary teams to respond quickly to immediate requests in terms of technical advice and formation of projects;
- (e) Acting as a node of UNIDO's world-wide technical information network for the country.

### Subprogramme E.1.2: Africa and LDCs Bureau

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
8	5	13	Staff costs	2,258.2	356.6	2,614.8
			Consultants	81.0		81.0
			Meetings	216.2		216.2
			Official travel	72.3		72.3
			RPTC/IDDA			
			Other expenditures	775.2		775.2
			Total resources	3,402.9	356.6	3,759.5

#### Objective

E.11. The objective of the subprogramme is to provide policy guidance for overall programme development at the regional and country level, ensure coordination and policy coherence, and to provide oversight and personnel management to the UNIDO field representation system in the region.

#### Services provided and expected outputs

E.12. During the biennium, the subprogramme will:

- (a) Serve as focal point in (i) enhancing awareness about UNIDO's programmes and resource possibilities; (ii) identifying, analyzing and screening requests for technical cooperation programmes/projects; (iii) ensuring that services approved are relevant and cost-effective; and (iv) seeking funding possibilities, particularly in recipient countries;
- (b) Provide policy and operational guidance and oversight to UNIDO's system of field representation, and carry out country dialogue, programming, funds mobilization and monitoring functions in recipient countries where UNIDO is not adequately represented;
- (c) Maintain a dialogue and seek areas of cooperation within UNIDO, with Member States and public and private sector institutions to expand cooperation and development facilities, including funding mechanisms for special programmes in support of LDCs, ECDC/TCDC, South-South and regional economic cooperation as well as other innovative arrangements;
- (d) Assist in organizing and supporting UNIDO's global forum activities at the regional level, including ministerial meetings and seminars to discuss emerging issues and trends; facilitate regional and subregional networking, including the management and dissemination of country information;
- (e) Coordinate and liaise with the United Nations system, regional organizations, development finance institutions and other public and private sector partners to facilitate information networking and development of complementary programmes such as under UNDAF and the World Bank development framework;
- (f) Contribute to the implementation of the AAI Plan of Action in the African countries through the coordination and preparation of integrated activities funded from UNIDO's IDDA support programme, monitoring of the implementation and reporting on the progress of these programmes.

**Programme E.2: Arab Countries****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
11	10	21			
			2,330.6	1,280.3	3,610.9
			143.2		143.2
			342.1		342.1
			571.5	306.4	877.9
			3,387.4	1,586.7	4,974.1
			(137.4)	(92.0)	(229.4)
			3,250.0	1,494.7	4,744.7

**Context**

E.13. The Arab countries are characterized by extreme diversity in terms of natural resources and GNP per capita. The closeness to European markets, coupled with the gradual coming into effect of various trade-related agreements, requires the Programme to focus to a large extent on the restructuring, upgrading and diversification of the industrial sector.

E.14. Modest levels of intra-regional trade call for the Programme to assist in strengthening regional economic cooperation. Sound industry policies and strategies, including mechanisms to monitor their actual implementation, will be put in place. The related investment promotion effort, including foreign direct investment will get a prominent role, as will the development of entrepreneurs and the mitigation of industry-related environmental problems.

E.15. To meet these diverse needs, the objective of the Programme is to ensure that high-quality and demand-oriented services are effectively delivered. This will be accomplished through effective field coverage at country and subregional levels; the operation of a strengthened and decentralized network of subregional and country offices and national focal points; and a regional bureau for Arab countries not covered by a field office.

### Subprogramme E.2.1: Arab Countries Field Representation

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
8	8	16	1,309.5	1,280.3	2,589.8
			52.8		52.8
			342.1		342.1
			457.6	306.4	764.0
			2,162.0	1,586.7	3,748.7
			(137.4)	(92.0)	(229.4)
			2,024.6	1,494.7	3,519.3

#### Objective

E.16. The objective of the subprogramme is to strengthen the dialogue with Governments, private sector and United Nations organizations, bilateral divisions and development finance institutions through the provision of advice related to the formulation and implementation of programmes and projects, contributing to mobilization of financial resources, and to provide managerial guidance and supervision of national focal points, JPOs, Associate Experts and other technical staff.

#### Services provided and expected outputs

E.17. During the biennium, the subprogramme will focus on the following services and outputs:

- (a) Preparation of a UNIDO country support strategy and an annual country programme of cooperation for sustainable industrial development;
- (b) Systematic needs assessment and screening of all requests for UNIDO assistance;
- (c) Coordination of preparation of project documents in accordance with UNIDO's established service modules;
- (d) Mobilization of financial resources at the country level from national, bilateral and multilateral sources;
- (e) Acting as a node of UNIDO's world-wide technical information network for the country.



### Subprogramme E.2.2: Arab Countries Bureau

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular budget (RB)	Operational budget (OB)	Total
	Service				
3	2	5	1,021.1		1,021.1
			90.4		90.4
			113.9		113.9
			1,225.4		1,225.4

#### Objective

E.18. The objective of the subprogramme is to ensure policy coherence and to provide guidance to UNIDO's field representation in Arab countries and to carry out the country office functions in those countries where there is no adequate field coverage. With regard to programmes in African Arab countries, special attention will be given to the implementation of IDDA and AAI.

#### Services provided and expected outputs

E.19. During the biennium, the subprogramme will:

- (a) Serve as focal point in (i) enhancing awareness about UNIDO's programmes and resource possibilities; (ii) identifying, analyzing and screening requests for technical cooperation programmes/projects; (iii) ensuring that services approved are relevant and cost-effective; and (iv) seeking funding possibilities, particularly in the recipient countries;
- (b) Provide policy and operational guidance and oversight to UNIDO's system of field representation, and carry out country dialogue, programming, funds mobilization and monitoring functions in recipient countries where UNIDO is not adequately represented;
- (c) Maintain a dialogue and seek areas of cooperation within UNIDO, with Member States and public and private sector institutions to expand cooperation and development facilities, including funding mechanisms for special programmes in support of LDCs, ECDC/TCDC, South-South and regional economic cooperation as well as other innovative arrangements;
- (d) Assist in organizing and supporting UNIDO's global forum activities at the regional level, including ministerial meetings and seminars to discuss emerging issues and trends; facilitate regional and subregional networking, including the management and dissemination of country information;
- (e) Coordinate and liaise with the United Nations system, regional organizations, development finance institutions and other public and private sector partners to facilitate information networking and development of complementary programmes such as under UNDAF and the World Bank development framework;

(f) Contribute to the implementation of the AAI Plan of Action in the African countries covered by the Arab Programme through the coordination and preparation of integrated activities funded from UNIDO's IDDA support programme, monitoring of the implementation and reporting on the progress of these programmes.

### Programme E.3: Asia and the Pacific

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
14	16	30	3,084.6	1,676.2	4,760.8
			12.0		12.0
			126.4		126.4
			216.2		216.2
			686.8	233.6	920.4
			4,126.0	1,909.8	6,035.8
			(199.9)	(70.2)	(270.1)
			3,926.1	1,839.6	5,765.7

#### Context

E.20. Asia and the Pacific is a diverse group of countries (37 countries covered by UNIDO) comprising the newly industrialized countries on the one hand, and the least developed countries on the other. The region is also faced with multi-faceted development problems and issues. The least developed countries in particular will benefit from UNIDO's service modules to address pervasive poverty, low levels of industrialization, small and narrow industrial base, low investment rate and marginal FDI inflows. For the more advanced countries, industrial policy and capacity-building advice will be provided to address rising income disparities, environmental degradation and mounting social tension in the wake of the recent Asian financial crisis which pose major challenges to Governments.

E.21. To meet these diverse needs, the objective of the Programme is to ensure that high-quality and demand-oriented services are effectively delivered. This will be accomplished through effective field coverage at country and subregional levels; the operation of a strengthened and decentralized network of subregional and country offices and national focal points; and a regional bureau for Asia and the Pacific for countries not covered by a field office.

### Subprogramme E.3.1: Asia and the Pacific Field Representation

Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
11	14	25				
			Staff costs	2,112.1	1,676.2	3,788.3
			Consultants			
			Meetings			
			Official travel	64.6		64.6
			RPTC/IDDA	216.2		216.2
			Other expenditures	666.0	233.6	899.6
			Total (gross)	3,058.9	1,909.8	4,968.7
			Income	(199.9)	(70.2)	(270.1)
			Total resources (net)	2,859.0	1,839.6	4,698.6

#### Objective

E.22. The objective of the subprogramme is to strengthen the dialogue with Governments, private sector and United Nations organizations, bilateral divisions and development finance institutions through the provision of advice related to the formulation and implementation of programmes and projects, contributing to mobilization of financial resources, and to provide managerial guidance and supervision of national focal points, JPOs, Associate Experts and other technical staff.

#### Services provided and expected outputs

E.23. During the biennium, the subprogramme will focus on the following services and outputs:

- (a) Preparation of a UNIDO country support strategy and an annual country programme of cooperation for sustainable industrial development;
- (b) Systematic needs assessment and screening of all requests for UNIDO assistance;
- (c) Coordination of preparation of project documents in accordance with UNIDO's established service modules;
- (d) Mobilization of financial resources at the country level from national, bilateral and multilateral sources;
- (e) Acting as a node of UNIDO's world-wide technical information network for the country.

### Subprogramme E.3.2: Asia and the Pacific Bureau

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular budget (RB)	Operational budget (OB)	Total
	Service				
3	2	5			
			Staff costs	972.5	972.5
			Consultants	12.0	12.0
			Meetings		
			Official travel	61.8	61.8
			RPTC/IDDA		
			Other expenditures	20.8	20.8
			Total resources	1,067.1	1,067.1

#### Objective

E.24. The objective of the subprogramme is to ensure policy coherence and enhance the quality of UNIDO programmes and services by providing guidance to UNIDO field representation in the Asia and Pacific region and to carry out the functions of the country offices in those countries where there is no adequate field coverage.

#### Services provided and expected outputs

E.25. During the biennium, the subprogramme will:

- (a) Serve as focal point in (i) enhancing awareness about UNIDO's programmes and resource possibilities; (ii) identifying, analyzing and screening requests for technical cooperation programmes/projects; (iii) ensuring that services approved are relevant and cost-effective; and (iv) seeking funding possibilities, particularly in recipient countries;
- (b) Provide policy and operational guidance and oversight to UNIDO's system of field representation, and carry out country dialogue, programming, funds mobilization and monitoring functions in recipient countries where UNIDO is not adequately represented;
- (c) Maintain a dialogue and seek areas of cooperation within UNIDO, with Member States and public and private sector institutions to expand cooperation and development facilities, including funding mechanisms for special programmes in support of LDCs, ECDC/TCDC, South-South and regional economic cooperation as well as other innovative arrangements;
- (d) Assist in organizing and supporting UNIDO's global forum activities at the regional level, including ministerial meetings and seminars, to discuss emerging issues and trends; facilitate regional and subregional networking, including the management and dissemination of country information;
- (e) Coordinate and liaise with the United Nations system, regional organizations, development finance institutions and other public and private sector partners to facilitate information networking and development of complementary programmes such as under UNDAF and the World Bank development framework.

**Programme E.4: Europe and NIS****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
8	5	13	Staff costs	2,267.9	240.2	2,508.1
			Consultants	17.5		17.5
			Meetings	30.9		30.9
			Official travel	42.3		42.3
			RPTC/IDDA	124.8		124.8
			Other expenditures	302.6		302.6
			Total (gross)	2,786.0	240.2	3,026.2
			Income	(66.9)		(66.9)
			Total resources (net)	2,719.1	240.2	2,959.3

**Context**

E.26. The economic environment of the countries of the Europe and NIS region in which UNIDO operates is highly dynamic. Advanced transition countries have fairly successfully stabilized and liberalized their economies, thus creating favourable conditions for industrial development. In the less advanced transition countries the transformation process has been progressing quite slowly, restructuring has been sluggish, and industry is still stagnant. In the Central Asian republics economic transition is still in its early stage. Despite this, some progress has been made in stabilizing and liberalizing their economies. Rapidly changing conditions and the heterogeneity in levels of economic development call for a diverse range of UNIDO services to be provided to this varied group of countries, ranging from energy efficiency, cleaner production, pollution control and waste management, and investment and technology promotion for all the countries to industrial policy formulation and implementation, QSM, entrepreneurship development, and upgrading agro-industries and related technical skills for less advanced countries.

E.27. To meet these diverse needs, the objective of the programme is to ensure that high-quality and demand-oriented services are effectively delivered. This will be accomplished through effective field coverage at country and subregional levels; the operation of a strengthened and decentralized network of subregional and country offices and national focal points; and a regional bureau for Europe and NIS for countries not covered by a field office.

### Subprogramme E.4.1: Europe and NIS Field Representation

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
3	2	5	554.3	240.2	794.5
			17.2		17.2
			124.8		124.8
			223.9		223.9
			920.2	240.2	1,160.4
			(66.9)		(66.9)
			853.3	240.2	1,093.5

#### Objective

E.28. The objective of the subprogramme is to strengthen the dialogue with Governments, private sector and United Nations organizations, bilateral divisions and development finance institutions through the provision of advice related to the formulation and implementation of programmes and projects, contributing to mobilization of financial resources, and to provide managerial guidance and supervision of national focal points, JPOs, Associate Experts and other technical staff.

#### Services provided and expected outputs

E.29. During the biennium, the subprogramme will focus on the following services and outputs:

- (a) Preparation of a UNIDO country support strategy and a biannual-annual country programme of cooperation for sustainable industrial development;
- (b) Systematic needs assessment and screening of all requests for UNIDO assistance;
- (c) Coordination of preparation of project documents in accordance with UNIDO's established service modules;
- (d) Mobilization of financial resources at the country level from national, bilateral and multilateral sources;
- (e) Acting as a node of UNIDO's world-wide technical information network for the country.

### Subprogramme E.4.2: Europe and NIS Bureau

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
5	3	8	Staff costs	1,713.6	1,713.6
			Consultants	17.5	17.5
			Meetings	30.9	30.9
			Official travel	25.1	25.1
			RPTC/IDDA		
			Other expenditures	78.7	78.7
			Total resources	1,865.8	1,865.8

#### Objective

E.30. The objective of the subprogramme is to manage and coordinate the development of regional, subregional, and national programmes services and projects that are of the highest quality and sustainability, that are consistent with client demands, and that can be matched with UNIDO mandates, capacities and resources for delivering integrated services.

#### Services provided and expected outputs

E.31. During the biennium, the subprogramme will:

- (a) Serve as focal point in (i) enhancing awareness about UNIDO's programmes and resource possibilities; (ii) identifying, analyzing and screening requests for technical cooperation programmes/projects; (iii) ensuring that services approved are relevant and cost-effective; and (iv) seeking funding possibilities, particularly in recipient countries;
- (b) Provide policy and operational guidance and oversight to UNIDO's system of field representation, and carry out country dialogue, programming, funds mobilization and monitoring functions in recipient countries where UNIDO is not adequately represented;
- (c) Maintain a dialogue and seek areas of cooperation within UNIDO, with Member States and public and private sector institutions to expand cooperation and development facilities, including funding mechanisms for special programmes in support of LDCs, ECDC/TCDC, South-South and regional economic cooperation as well as other innovative arrangements;
- (d) Assist in organizing and supporting UNIDO's global forum activities at the regional level, including ministerial meetings and seminars, to discuss emerging issues and trends; facilitate regional and subregional networking, including the management and dissemination of country information;
- (e) Coordinate and liaise with the United Nations system, regional organizations, development finance institutions and other public and private sector partners to facilitate information networking and development of complementary programmes such as under UNDAF and the World Bank development framework.

### Programme E.5: Latin America and the Caribbean

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
13	14	27	3,117.8	1,195.8	4,313.6
			17.0		17.0
			67.5		67.5
			152.2		152.2
			199.6		199.6
			925.1	399.2	1,324.3
			4,479.2	1,595.0	6,074.2
			(257.4)	(119.6)	(377.0)
			4,221.8	1,475.4	5,697.2

#### Context

E.32. With a population of approximately 500 million people, Latin America and the Caribbean is a region of cultural, economic, environmental, political and social diversity. With respect to per capita income, the 36 Latin America and Caribbean countries could be put into four large groups. Two countries boast a per capita annual income of over \$9,656. A further 13 are considered high-middle income countries with an average per capita income of over \$3,126. Eighteen countries have an annual income above \$786, while the last three countries have an annual per capita income below \$785.

E.33. Social and income inequality are caused by wage differentials as a result of lack of education and industrial skills, differences between the formal and informal sector, and gender discrimination. The priorities facing the region include the development of women and indigenous people and the reduction of poverty and unemployment.

E.34. The region also faces the challenge of expanding its export industries and reforming public sector policies to increase private sector productive capacity and industrial added value. Many countries still face limited market access due to trade barriers and high investment costs because of increasing lending rates.

E.35. Lack of know-how and competitive technologies are further obstacles to growth. Outdated technology, poor skills, insufficient information and low productivity can only be improved through policies focused specially on developing small- and medium-sized businesses, managerial competence; and capacity-building through selecting and adapting suitable technologies.

E.36. To meet these diverse needs, the objective of the programme is to ensure that high-quality and demand-oriented services are effectively delivered. This will be accomplished through effective field coverage at country and subregional levels; the operation of a strengthened and decentralized network of subregional and country offices and national focal points; and a regional bureau for Latin America and the Caribbean for countries not covered by a field office.



### Subprogramme E.5.1: Latin America and the Caribbean Field Representation

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)			
Professional	General	Total	Regular	Operational	Total	
	Service		budget (RB)	budget (OB)		
10	12	22				
			Staff costs	2,193.9	1,195.8	3,389.7
			Consultants			
			Meetings			
			Official travel	64.6		64.6
			RPTC/IDDA	199.6		199.6
			Other expenditures	858.4	399.2	1,257.6
			Total (gross)	3,316.5	1,595.0	4,911.5
			Income	(257.4)	(119.6)	(377.0)
			Total resources (net)	3,059.1	1,475.4	4,534.5

#### Objective

E.37. The objective of the subprogramme is to strengthen the dialogue with Governments, private sector and United Nations organizations, bilateral divisions and development finance institutions through the provision of advice related to the formulation and implementation of programmes and projects, contributing to mobilization of financial resources, and to provide managerial guidance and supervision of national focal points, JPOs, Associate Experts and other technical staff.

#### Services provided and expected outputs

E.38. During the biennium, the subprogramme will focus on the following services and outputs:

- (a) Preparation of a UNIDO country support strategy and an annual country programme of cooperation for sustainable industrial development;
- (b) Systematic needs assessment and screening of all requests for UNIDO assistance;
- (c) Coordination of preparation of project documents in accordance with UNIDO's established service modules;
- (d) Mobilization of financial resources at the country level from national, bilateral and multilateral sources;
- (e) Acting as a node of UNIDO's world-wide technical information network for the country.

### Subprogramme E.5.2: Latin America and the Caribbean Bureau

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular budget (RB)	Operational budget (OB)	Total
	Service				
3	2	5			
			Staff costs	923.9	923.9
			Consultants	17.0	17.0
			Meetings	67.5	67.5
			Official travel	87.6	87.6
			RPTC/IDDA		
			Other expenditures	66.7	66.7
			Total resources	1,162.7	1,162.7

#### Objective

E.39. The objective of the subprogramme is to manage and coordinate the development of a coherent framework which ensures that regional and country programmes and projects are consistent with client demands which can be matched with UNIDO mandates, capacities and resources for delivering integrated services.

#### Services provided and expected outputs

E.40. During the biennium, the subprogramme will:

- (a) Serve as focal point in (i) enhancing awareness about UNIDO's programmes and resource possibilities; (ii) identifying, analyzing and screening requests for technical cooperation programmes/projects; (iii) ensuring that services approved are relevant and cost-effective; and (iv) seeking funding possibilities, particularly in recipient countries;
- (b) Provide policy and operational guidance and oversight to UNIDO's system of field representation, and carry out country dialogue, programming, funds mobilization and monitoring functions in recipient countries where UNIDO is not adequately represented;
- (c) Maintain a dialogue and seek areas of cooperation within UNIDO, with Member States and public and private sector institutions to expand cooperation and development facilities, including funding mechanisms for special programmes in support of LDCs, ECDC/TCDC, South-South and regional economic cooperation as well as other innovative arrangements;
- (d) Assist in organizing and supporting UNIDO's global forum activities at the regional level, including ministerial meetings and seminars, to discuss emerging issues and trends; facilitate regional and subregional networking, including the management and dissemination of country information;
- (e) Coordinate and liaise with the United Nations system, regional organizations, development finance institutions and other public and private sector partners to facilitate information networking and development of complementary programmes such as under UNDAF and the World Bank development framework.

## Programme E.6: Direction and Management

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
1.5	3	4.5			
			Staff costs	861.5	977.8
			Consultants	34.0	34.0
			Meetings		
			Official travel	36.2	36.2
			RPTC/IDDA		
			Other expenditures	678.0	678.0
			Total resources	1,609.7	1,726.0

### Objective

E.41. The main objectives of the Programme are to ensure further focusing of UNIDO's activities, promotion of integrated service packages at programme levels; and adding value to the delivery of technical cooperation activities within a significantly strengthened field programme and close relations with governments, intergovernmental organizations and organizations of the United Nation system.

### Services provided and expected outputs

E.42. During the biennium, the Programme will:

- (a) Plan and formulate work programmes of Major Programme E and related subprogrammes in accordance with the mandate and objectives of the Organization. Provide effective management and direction to the implementation of the work programmes, undertake necessary monitoring to enhance team-building through in-house cross-organizational horizontal linkages and coordination and to initiate necessary follow-up activities;
- (b) Develop and initiate measures to strengthen UNIDO's field representation programme in terms of further decentralization, redeployment of Secretariat staff with delegation of greater empowerment, authority and accountability at the field level to ensure that UNIDO's programme delivery is client based and demand oriented. Effectively guide the Regional Bureaux for the development of integrated service packages within the framework of established service modules and in the application of the management framework of the service management cycle;
- (c) Design and develop appropriate tools to evaluate and appraise the performance (qualitatively and quantitatively) of UNIDO's programme delivery through a set of identified benchmarks and established performance indicators;
- (d) Maintain effective dialogue, consultations and links with external partners, governments, inter-governmental organizations and organizations within the United Nations system, donors and various stakeholders to ensure UNIDO's image is strengthened and funds mobilization activities promoted;
- (e) Assisting the Director-General in the overall management and representation of the Organization.

**MAJOR PROGRAMME F: ADMINISTRATION****Resource estimates (in thousands of dollars)**

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
45.5	105.5	151	17,173.4	6,046.3	23,219.7
			43.8		43.8
			57.8		57.8
			8,117.0		8,117.0
			25,392.0	6,046.3	31,438.3

**By programme**

	Posts		Regular and operational budgets
	P	GS	
F.1. Human Resource Management	11.0	24.0	6,145.7
F.2. Financial and Performance Control	32.0	78.5	20,391.4
F.3. Direction and Management	2.5	3.0	4,901.2
F. Total major programme	45.5	105.5	31,438.3

**Objective**

F.1. The objective of the Major Programme is to ensure effective and cost-efficient financial, administrative and personnel management services for all major programmes through direct support to UNIDO's service delivery and for its Headquarters requirements.

### Programme F.1: Human Resource Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
11	24	35	4,059.1	1,739.3	5,798.4
			12.8		12.8
			20.1		20.1
			314.4		314.4
			4,406.4	1,739.3	6,145.7

#### Objective

F.2. The objective of the Programme is to ensure efficient and cost-effective management of the human resources of UNIDO through the provision of core and statutory personnel management functions to all major programmes as well as to UNIDO's services. The Programme puts special emphasis on the implementation of the staff career development policies and programmes as laid down in Director-General's Administrative Instruction No. 10.

#### Services provided and expected outputs

F.3. During the biennium, the Programme will focus on the following services and outputs:

- (a) Provision of human resources management services through policy guidance and by the development and application of the UNIDO Staff Regulations and Staff Rules pertaining to the conditions of employment. Support to all major programmes in the development of human resources strategies, including staff planning, development and recruitment. Operation of the UNIDO social security scheme and representation of UNIDO in bodies related to the United Nations Joint Staff Pension Fund;
- (b) Provision of recruitment services for all major programmes regarding Headquarters and field staff; application of effective strategies to achieve both geographical and gender balance in the distribution of staff. Design and organization of learning events aiming at the continuous improvement of the Organization's services. Operation of the staff development and training system;
- (c) Support services for the implementation of the expert component of UNIDO services through the appointment, administration and monitoring of project personnel, including the donor-sponsored Associate Expert programme.

## Programme F.2: Financial Performance Control

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
32	78.5	110.5	12,170.8	4,307.0	16,477.8
			31.0		31.0
			37.7		37.7
			3,844.9		3,844.9
			16,084.4	4,307.0	20,391.4

### Objective

F.4. The objective of the Programme is to ensure efficient and cost-effective management of the financial resources of UNIDO through the provision of budgetary and expenditure control, cash management, accounting and financial reporting. To this end, the Programme provides policy advice on all financial issues and maintains the UNIDO performance indicator system.

F.5. The Programme also delivers direct information and logistical support to UNIDO's services delivery process through the provision of procurement services, the communications and information technology infrastructure, the inventory control system and other basic infrastructure.

### Services provided and expected outputs

F.6. During the biennium, the Programme will focus on the following services and outputs:

- (a) Preparation, presentation, monitoring and control of the biennial programme and budgets. Reporting to the governing bodies and the Director-General on the financial implementation of the approved budgets. Financial management of field representation through financial administrative support to UNIDO field offices;
- (b) Mobilization and management of funds and other extrabudgetary resources for UNIDO services from donor Governments and other sources through the development of fund mobilization strategies and coordination of funds mobilization in respect of specialized and decentralized sources of financing. Assurance of adequate financial management of UNIDO service delivery process throughout the entire cycle;
- (c) Efficient and cost-effective management of the financial assets belonging and entrusted to UNIDO, including planning, managing and monitoring the collection of assessed contributions, receipts and disbursements of funds, expenditure control, cash management and investment of surplus funds. Accounting and reporting for all accounts established under the financial regulations;
- (d) Provision of procurement services for UNIDO service delivery process as well as for Headquarters requirements. Guidance and advisory services to UNIDO field offices performing decentralized procurement. Maintenance of procurement guidelines to ensure competitive, timely, transparent and effective procurement activities on a wide geographical supplier and vendor base;

(e) Provision of the communications and information technology infrastructure for the UNIDO service delivery process as well as for Headquarters requirements to enhance staff productivity, quality of services, organizational efficiency and improved institutional effectiveness;

(f) Provision of basic logistical support, including inventory control, supply service, registry, archives, travel, transportation and shipment.

### Programme F.3: Direction and Management

#### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General	Total	Regular	Operational	Total
	Service		budget (RB)	budget (OB)	
2.5	3	5.5	943.5		943.5
			3,957.7		3,957.7
			4,901.2		4,901.2

#### Objective

F.7. The Programme contributes to the strengthening of UNIDO's improved operational and financial planning; proposes the programme of work and related budgets for the Organization within the scope of its constitutional objectives; and coordinates and monitors the implementation of services pursuant to the decisions of the policy-making organs.

#### Services provided and expected outputs

F.8. During the biennium, the Programme will:

(a) Plan and formulate work programmes of Major Programme F in accordance with the mandate and objectives of the Organization. Provide effective management and direction to the implementation of the work programmes, undertake necessary monitoring to enhance team-building through in-house cross-organizational horizontal linkages and coordination and to initiate necessary follow-up activities;

(b) Design, develop and implement methodologies to ensure effective and cost-efficient financial, administrative and personnel management services; preparation of programme and budgets and operational management guidelines;

(c) Management of common services, developing and supporting computerized information, providing and managing cost-efficient procurement and contractual services required for the implementation of UNIDO technical cooperation services.

## MAJOR PROGRAMME G: BUILDINGS MANAGEMENT

### Resource estimates (in thousands of dollars)

Posts			2000-2001 estimates (after recosting)		
Professional	General Service	Total	Regular budget (RB)	Operational budget (OB)	Total
4	106	110	Staff costs	12,219.6	12,219.6
			Consultants	15.7	15.7
			Meetings		
			Official travel	9.1	9.1
			RPTC/IDDA		
			Other expenditures	28,738.7	28,738.7
			Total (gross)	40,983.1	40,983.1
			Income	(32,362.5)	(32,362.5)
			Total resources (net)	8,620.6	8,620.6

### Objective

G.1. The objective of the Major Programme, as given in the terms of the Memorandum of Understanding Concerning the Allocation of Common Services on behalf of and financed by the VIC-based organizations, is the responsible and safe management and administration of operation, maintenance and repair of the grounds, buildings and related installations and equipment of the VIC complex. The projects financed by the Common Fund for Major Repairs and Replacements at the VIC are administered by UNIDO on behalf of the VIC-based organizations and the Austrian Government.

G.2. The cost of operating and repairing the buildings and their integrated installations is increasing with the ageing of the complex constructed in 1974-1979. In the year 2001, the VIC will be more than 23 years old. Zero or negative growth budgets are severely constraining the ability of Buildings Management (BMS) to ensure that needed repair and maintenance work is carried out on a regular basis in accordance with commitments to the Austrian Government. The aim is to cope with a rising demand for maintenance and replacement of original and added installations. Utility consumption is increasing due to intense use of electronic and other equipment in the buildings.

G.3. The Buildings Management 1997-2006 long-term replacement programme aims at maintaining the 1994-1995 level and standards of operation as requested by the VIC-based organizations. The reduction by some 25 per cent of UNIDO staff results in reductions in space occupied by UNIDO and thus in a lower share of buildings operation and maintenance costs (21 per cent).

G.4. During the 21 years of occupancy, the need for replacement programmes must be recognized and executed in all areas of the buildings to maintain an acceptable reliability of the VIC operation. The BMS 2000-2001 budget is based on the 1996 instructions of the Consultative Committee on Common Services to maintain the standard and level of services provided during 1994-1995. The programme includes anticipated changes in the areas of space use, storage requirements or specific technical installations.

### Services provided and expected outputs

G.5. During the biennium, the Major Programme will focus on the following services and outputs:

- (a) Provision of buildings operation services and management of comprehensive maintenance and repair of the VIC premises to ensure upkeep in compliance with local safety codes and regulations as



required by the fire insurance company, the VIC owners and the VIC operating license conditions. This comprises civil engineering, electrical engineering, electronics engineering and operation of the VIC air-conditioning systems;

(b) Analyses of operating costs and consumption, studies and introduction of measures for improved efficiency and optimization in the areas of energy savings; application of improved technologies in operation and replacement programmes;

(c) Carrying out measures to meet strict requirements in respect of waste disposal and the bacteriological and chemical control of the water and air in the buildings.

Resource requirements at 2000-2001 costs (in thousands of dollars):

	Total gross cost			Cost reimbursement to UNIDO		UNIDO share		
	2000	2001	2000-2001	2000	2001	2000	2001	2000-2001
<b>G.1.1. COMMON BUILDINGS MANAGEMENT</b>								
Percentage				79%	79%	21%	21%	21%
<b>Staff costs</b>								
Established posts	5,596.6	5,719.5	11,316.1	4,421.4	4,518.4	1,175.2	1,201.1	2,376.3
Career development training		1.0	1.0		0.8	-	0.2	0.2
General temporary assistance	200.0	214.8	414.8	158.0	169.7	42.0	45.1	87.1
Consultants	7.4	8.3	15.7	5.8	6.6	1.6	1.7	3.3
Overtime	66.7	72.1	138.8	53.0	56.5	13.7	15.6	29.3
Official travel	4.3	4.8	9.1	3.4	3.7	0.9	1.1	2.0
<b>Non-staff costs</b>								
Rental and Maintenance of premises	5,073.7	5,347.7	10,421.4	4,008.2	4,224.6	1,065.5	1,123.1	2,188.6
Utilities	5,956.5	6,276.0	12,232.5	4,705.7	4,958.0	1,250.8	1,318.0	2,568.8
Rental and maintenance of furniture and equipment	24.8	26.7	51.5	19.6	21.1	5.2	5.6	10.8
Miscellaneous services	7.6	8.8	16.4	6.0	7.0	1.6	1.8	3.4
Supplies and materials	126.7	134.8	261.5	100.0	106.5	26.7	28.3	55.0
Acquisition of furniture and equipment	190.4	208.6	399.0	150.4	164.8	40.0	43.8	83.8
Common printing services	2.8	3.6	6.4	2.2	2.8	0.6	0.8	1.4
Essential requirements	2,575.0	2,775.0	5,350.0	2,034.3	2,192.3	540.7	582.7	1,123.4
<b>TOTAL - G.1.1</b>	<b>19,832.5</b>	<b>20,801.7</b>	<b>40,634.2</b>	<b>15,668.0</b>	<b>16,432.8</b>	<b>4,164.5</b>	<b>4,368.9</b>	<b>8,533.4</b>
<b>G.1.2. JOINT CONFERENCE TECHNICIANS</b>								
Percentage				75%	75%	25%	25%	25%
Staff costs	172.8	176.1	348.9	129.6	132.1	43.2	44.0	87.2
<b>TOTAL - G.1.2</b>	<b>172.8</b>	<b>176.1</b>	<b>348.9</b>	<b>129.6</b>	<b>132.1</b>	<b>43.2</b>	<b>44.0</b>	<b>87.2</b>
<b>G. GRAND TOTAL</b>	<b>20,005.3</b>	<b>20,977.8</b>	<b>40,983.1</b>	<b>15,797.6</b>	<b>16,564.9</b>	<b>4,207.7</b>	<b>4,412.9</b>	<b>8,620.6</b>

## INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

### SUPPLEMENTARY ACTIVITIES

#### Objective

1. During the 2000-2001 biennium, the IDDA programme will be re-focused based on the new programme cycle management system introduced through the Director-General's Administrative Instruction No. 9 and the new UNIDO service modules. The objective of the Programme is to use at least 70 per cent of the resources to support preparation and initial implementation of integrated programmes, while the remainder will be utilized for policy advisory services at the country level, *ad hoc* requests, global forum activities and support to regional fora. Significant resources will also be allocated to UNIDO country offices and the new regional offices in Africa (including North Africa) for programme formulation. The latter will ensure timely responses to clients needs and will go some way in fulfilling the call of Member States for programme development to be decentralized to the field.

#### Services provided and expected outputs

2. The Programme comprises the identification, development and implementation of technical cooperation projects and global forum function activities.

3. During the biennium, the Programme will focus on the following services and outputs:

(a) Support for the development of integrated programmes, including needs identification, programme formulation and seed money for implementation;

(b) Decentralization of resources to field offices for programme development and funds mobilization activities, including *ad hoc* hiring of national consultants for in-depth sectoral analysis and support to private sector industry associations for policy dialogue with government;

(c) Mobilization of domestic and foreign direct investment through integrated programmes of investment and technology promotion;

(d) Enhancement of the competitiveness of African industries, specifically their access to external markets by enhancing their level of quality and safety and by providing instruments to reduce technical trade barriers originated from international standards and regulations;

(e) Introduction of cleaner production techniques at plant level and support for the establishment of cleaner production centres.

4. The resources for supplementary activities and details of activities are presented under the respective programmes and subprogrammes to which IDDA resource allocations have been made. Individual programmes and projects will be subject to established programme development and approval procedures. Activities in support of IDDA will also be financed under the regular programme of technical cooperation and are described under the relevant programme description.

## REGULAR PROGRAMME OF TECHNICAL COOPERATION

### Introduction

1. This section presents the programmatic description and resources of the Regular Programme of Technical Cooperation for the Organization as a whole. In accordance with the programmatic approach, specific resource allocations are presented in the Major Programmes under which the activities are to be implemented.

### Objective

2. The objective of the Regular Programme of Technical Cooperation, as defined in the Constitution of UNIDO, is to improve the effectiveness of the Organization's programme of work in the field of industrial development and to strengthen the Organization's contribution to the United Nations development system (UNIDO Constitution, Annex II, part B). The Programme will ensure the effective implementation of the Regular Programme to enable UNIDO to adapt its functions and priorities and orient its activities to the new realities of the changing global economic environment. The Programme will help UNIDO to sharpen its focus and implement its mandates to support and promote the sustainable industrial development of developing countries and countries with economies in transition. Special attention will be given to least developed countries, especially in Africa.

### Outputs

3. The Programme will be implemented under all substantive programmes of the Organization. They will be designed so as to enable the Organization to respond effectively to the priorities set out in the Business Plan and identified needs of recipient countries and ensure the quality of UNIDO services in terms of relevance and impact to target beneficiaries. The activities will help UNIDO to develop comprehensive packages of integrated services. Considering the limited amount of these freely programmable funds, they will be used strategically as seed money and will contribute to mobilizing additional resources.

4. The Programme will respond to two specific mandates: the technical cooperation component of the IDDA programme, and consultations with Governments. The focus on IDDA will be on the provision of services that promote the realization of the goals of the Second IDDA using the Alliance for Africa's Industrialization and its Plan of Action, adopted by the thirteenth meeting of the Conference of African Ministers of Industry, as a mechanism for achieving the objectives of a refocused IDDA. In accordance with the Plan of Action, emphasis is given to UNIDO's global forum function and four selected priority areas: (a) capacity-building for industrial competitiveness; (b) linking industry and agriculture to enhance productivity and competitiveness in agro-industries; (c) promoting growth in small and medium industries; and (d) promoting private investment and other forms of international industrial cooperation.

5. The Organization's streamlined priorities of strengthening industrial capacities, promoting investment and related technologies, supporting industrial information and networking, supporting the global forum function, providing policy advice and promoting cleaner and sustainable industrial development will be emphasized. Services concentrate on support of agro-based and agro-related industries in support of SMIs and their integration into national industrial structures. The Regular Programme will emphasize the needs of LDCs, in particular through the design of projects and programmes for those countries and mobilization of financial resources for their implementation. The Programme will also promote international industrial cooperation between developed and developing countries, among developing countries and between developing countries and countries with economies in transition, as well as the integration of women in development.

6. Projects are implemented under the Regular Programme based on the following criteria:

- (a) Preparatory activities, including needs assessment, that will enable UNIDO to develop integrated programmes based on the service modules and projects to respond to priority needs of recipient countries;
- (b) Upstream and analytical work, including expert group meetings to support the development of UNIDO priority programmes;
- (c) Promotional activities directly linked to the development of priority programmes through such mechanisms as seminars, workshops and symposia;
- (d) Flexible response to urgent requests for immediate policy and technical advisory services;
- (e) Integrated programme activities meeting the criteria of the IDDA and the Alliance for Africa programme.

### Resources

7. The resources allocated to the programme (6 per cent of the total regular budget of the Organization) will be utilized to finance technical cooperation activities as described above.

(a)	UNIDO priorities, including special regional programmes	\$3,858,100
(b)	Consultations with Governments	\$ 113,800
(c)	Industrial Development Decade for Africa/Alliance for Africa	<u>\$3,779,900</u>
	<b>Total</b>	<b><u>\$7,751,800</u></b>

## MISCELLANEOUS INCOME

1. Estimated miscellaneous income for 2000-2001 amounts to \$1,446,700 in the regular budget and \$140,000 in the operational budget, details of which are shown in the following paragraphs.

### A. Income on deposits

2. Estimates for income on deposits is based on anticipated interest earnings on cash balances in the General Fund, Working Capital Fund, and Operational Budget Account for Support Costs. Based on the income earned under this heading in 1998 and anticipated for 1999, estimates of \$1,340,000 under the regular budget and \$140,000 in the operational budget are considered reasonable for 2000-2001.

### B. Sale of publications

3. Through its sales publications, UNIDO seeks to promote its image world-wide as the focal point of the United Nations in all matters concerning sustainable industrial development. A sales publication usually originates when a substantive unit considers it has produced a study with sufficiently wide appeal as to be saleable. If the study is the result of an expensive input of staff and consultant time, selling it is a means not only of disseminating the data or information gathered, but also of recouping at least part of the costs of its preparation.

4. Within the UNIDO Secretariat, the overall responsibility for developing and implementing the Organization's publications programme is vested in the Publications Board. The Board is chaired by the Director-General and is required to meet twice a year. The day-to-day management of the publications programme is undertaken by the Publications Committee and meets on a monthly basis. The Committee is required to prepare, for the Board's approval, policy recommendations governing all aspects of UNIDO publications activities as well as recommendations for an indicative annual publications programme. In addition, the Committee is required to monitor continuously the execution of the publications programmes, and to establish and administer a revolving fund to finance the Organization's publications activities. The fulfillment of these functions is entrusted to the Secretary of the Publications Board and Committee. It also requires substantial general service support.

5. The marketing arrangements for UNIDO's sales publications are currently under review. Until 1993, UNIDO concluded an annual agreement with the United Nations Publications Section to distribute UNIDO publications in return for a reimbursement of the printing costs plus a royalty of 10 per cent. For selected publications with a good sales potential, a system of charging 35 per cent on a consignment basis was adopted. The terms of this agreement continue, *de facto*, to be observed by both parties pending a comprehensive review of UNIDO policy with regard to sales publications. A direct sales system has, however, been set up within the Secretariat of the Publications Board and Committee to ensure a speedy response to customer requests for sales publications submitted directly to UNIDO. This function, which is indispensable to promote and maintain UNIDO's reputation as a client-oriented organization, also requires substantial clerical support in addition to that of the Secretary of the Publications Board/Committee.

### Sales publication revolving fund

6. In 1998-1999, a sales publication revolving fund has been established with income earned from the sale of publications during the biennium. The fund supports the longer-range planning of publication activities, including promotion, marketing and re-printing of publications.

7. One-half of the revenue to the fund, during a biennium, is credited to miscellaneous income to ensure that the anticipated credit against Member States' contributions for sale of publications is maintained. The fund covers costs which, under the current procedures, are set off against revenues.

8. Unless there is a marked increase in sales activity, the sales publication revolving fund is expected to have only a modest balance by the end of the biennium. The following table presents the anticipated financial activity during the biennium under the fund:

**Estimates of gross and net revenue**  
(In thousands of US dollars at 1998-1999 costs)

	1998-1999 approved estimates		2000-2001 estimates	
	Sales publications revolving fund	Miscellaneous income	Sales publications revolving fund	Miscellaneous income
Gross sales	112.1	112.1	106.7	106.7
Revolving fund balance Of the preceding biennium	-		25.2	
<b>Total</b>	<b>112.1</b>	<b>112.1</b>	<b>131.9</b>	<b>106.7</b>
Less expenses against revenue				
Travel	7.2		7.2	
Advertising and publications	29.4		29.4	
Printing	49.6		52.6	
Miscellaneous	0.7		0.8	
<b>Total expenses</b>	<b>86.9</b>	<b>-</b>	<b>90.0</b>	<b>-</b>
<b>BALANCE IN SALES PUBLICATIONS REVOLVING FUND</b> (at the end of each biennium)	<b>25.2</b>		<b>41.9</b>	
<b>NET REVENUE</b>		<b>112.1</b>		<b>106.7</b>

9. Funds will be required for travel to book fairs or for organizing special promotional activities. Resources will be required for journal advertisements and other promotional activities. Funding is required for reprints of sales publications and planned publications for which provision in the regular budget is insufficient. Miscellaneous expenditures relate to unreimbursed mailing costs.

**C. Other items**

10. Other items for which miscellaneous income has been received in prior biennia, but for which reliable estimates cannot be made are presented for the information of Member States. Those items include:

- (a) Refund of prior year expenditures;
- (b) Sales of used equipment;
- (c) Net gain on exchange.

11. Any income received for these or other miscellaneous items during the biennium will be recorded against other income and reported in the financial performance reports.