



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PRESENTATION BY

**SAJJAD AJMAL
COMPTROLLER GENERAL**

**TWENTY EIGHTH SESSION OF THE
INDUSTRIAL DEVELOPMENT BOARD**

25 - 27 MAY 2004

Excellencies, distinguished delegates, ladies and gentlemen,

It is an honour for me to have the opportunity to address you today following the establishment of the Office of the Comptroller General in June 2003, i.e. almost one year ago.

As this is my first presentation to the distinguished members of the Board as Comptroller General, I would like first to briefly inform you about this Office and to outline the major activities and results achieved so far before turning to the performance of the Organization covering financial, budgetary, technical cooperation and human resources management. I ask for your understanding, as I will be covering a wide range of activities, which I believe are important to facilitate your further deliberations.

As you may recall, the Office of the Comptroller General consists of the following:

- Immediate Office of the Comptroller General (*Comptroller General: Mr. Sajjad AJMAL*)
- Internal Oversight Group (*Director: Ms. Fabienne LAMBERT*)
- Evaluation Group (*Director: Ms. Donatella MAGLIANI*)
- Information and Communication Management Unit (*Chief: Mr. Paul MAKIN*)

Information on the mandate of the OCG was provided through various Director-Generals' Bulletins, which also included the Charter of the Internal Oversight Group. The Charter for the IOG, amongst others, addressed a number of issues raised by the External Auditors.

- UNIDO/DGB(M).91 of 14 November 2002 – Establishment of OCG
- UNIDO/DGB/(O).86/Add.13 of 16 June 2003 - TOR of OCG units
- UNIDO/DGB/(M)/92 of 20 October 2003 – IOG Charter

A Charter for the Office of the Comptroller General will also shortly be issued, thus complying with a number of decisions and resolutions of the governing bodies, including the Resolution 10 adopted by the 10th session of the General Conference in December 2003, as well as the recommendations made by the Joint Inspection Unit in its report on the management and administration in UNIDO (IDB.27/19/Add.1). As in the case of the IOG Charter, the feed back of the External Auditor is also being solicited for the OCG Charter before it is issued.

In order to keep Member States fully informed, according to the charter to be issued, OCG will provide a detailed report at the beginning of next year covering its activities and outputs of 2004.

Distinguished delegates, ladies and gentlemen,

The information contained in the CRP 5 to GC.10 and the Annual Report, together with the information today demonstrate that, as mandated, OCG, through proactive assessments, reviews, evaluations and monitoring activities, is, amongst others, advising on and promoting improvements in a coordinated manner to ensure the optimal use of the resources available to the Organization, as well as ensuring the effectiveness of internal controls and accountability mechanisms in place both at Headquarters and in the field. These major activities and outputs can be loosely grouped under the following four areas:

- Improved programming, processes, guidelines and controls
- Improved reporting and greater transparency
- Advice on administrative and programmatic issues
- Greater interaction and partnerships with relevant external entities

Under the first topic (i.e. programming, processes, guidelines and controls), OCG has:

- Issued a comprehensive Management Control Framework for the management of programmes/projects and terms of reference for the newly established Programme Approval Committees, as referred to by the Director-General this morning. The purpose of this mechanism is to: ensure compliance with the Medium-Term Programme Framework, Corporate Strategy, Programme and Budgets; ensure the coherence of UNIDO's activities with the UN Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers (PRSPs); to strengthen the programme/project screening process; as well as to provide clear results indicators; greater delegation of authority and accountability.
- As recommended by the External Auditor, improved data security has been achieved through a new off-site data backup facility – It should be noted that UNIDO is the first Vienna-based organization to do so.

In order to achieve improved reporting and greater transparency, OCG has:

- Introduced various management reports, thus providing proactive quality strategic information and advice for decision-making to all stakeholders.
- Successfully implemented, in cooperation with the Division of Administration, an update to the Financial Performance Control System. This has for the first time made possible the management of technical cooperation activities in both US dollars and Euros. Development of this facility will also allow online access by the field offices to the system, which would greatly facilitate their work.
- Work is continuing concerning the introduction of a fully automated human resources and payroll system taking into account the available resources and the specifics of the UNIDO requirements.
- As a part of our efforts to continue improving transparency and making as much information as possible available to Member States, we are continuously upgrading the Permanent Missions Extranet InfoBase. All Missions were recently informed through an information note of some new items that have been added, and encouraging you to make use of this resource. Please note that with the userid and password provided to each Mission, the Extranet can be accessed from anywhere with Internet connectivity.
 - Here you can see the opening page, which invites you to explore the Extranet by country, integrated programme, assessed contributions, division, person and region. There are also items on Personnel reports, Information Notes sent to the Missions and another new item, Press Clippings.
 - All these items have easy to use drill-down facilities taking you to more detailed information on each topic, including, for example, the financial status of a project, details of the assessed contributions for each member state.
 - Should any representatives wish to be briefed more about this system, we would be pleased to arrange a briefing for interested Member States.

- Another major development this year was the introduction of an online system for information on programmable resources. The system provides for up-to-date online information to all staff with extensive drill-down facilities. This system will not only allow for better planning and implementation of programmes and projects, but will enhance transparency on the utilization of resources provided to the Organization.
 - As can be seen, the system gives an overview of the resources available for programming by different sources of funds; available resources; PADs issued; funding approved by the Executive Board and/or the Programme Approval Committees; and the funds available for programming. The system has drill-down facilities to provide information on conditions for the utilization of these resources, donor priorities, as well as ongoing negotiations with donors and the expected amount, which may become available. It also provides a drill down facility to see all project details, as well as all transactions made using these resources.
 - This facility could also be extended to member states at a later date.

Turning now to the third major area, advice on administrative and programmatic issues OCG has:

- Carried out a review of “L” and “ALD” contracts with a recommendation for their discontinuation at Headquarters to ensure a competitive and transparent process for the recruitment of all staff. The use of L contracts was in place since the inception of the Organization; and the concept of L and ALD contracts is widely used in the UN system. With the implementation of this recommendation, the Director-General voluntarily restricted his discretionary authority to appoint staff. The implementation of this decision was also reviewed by the External Auditor who has made a positive assessment.
- Carried out an assessment/evaluation of UNIDO field representation, including a number of options for the Organization to effectively fulfil mandated activities, as requested by the 10th General Conference. This report was distributed in March this year to Member States, and has been used and referred to extensively in the meetings of the informal advisory group of Member States on decentralization. The Group has positively commented on the work and considered the report clear and frank. Since Ms. Hirose has already introduced this item this morning, I will not go into details on this topic.
- Carried out 12 audits and reviews to assess compliance with regulations, rules and administrative instructions. This work has been shared with the External Auditor.
- Eight in depth evaluations of Integrated Programmes and other activities were carried out since June 2003. The newly introduced follow-up system shows that around 73% of these recommendations have been implemented. In addition, the lessons learned are being closely monitored for implementation to ensure better alignment to a coordinated country level programming and reporting. The Organization places great importance on the implementation of such recommendations in the management of programmes/projects.
- Another important area is the work on the development of the results-based management system. Considerable work on this topic has been carried out by OCG, the progress of which was reported to the GC.10 in Conference Room Paper 5, as well as in the Annual Report of UNIDO for 2003. Further work is ongoing in this area. Technical cooperation indicators are also being linked with country level coordination mechanisms, such as CCA/UNDAF indicators.

Turning now to the fourth area of our activities, i.e. greater interaction and partnership with outside entities, OCG has:

- Coordinated its activities with the external auditors to ensure as wide a coverage as possible and also to avoid duplication of activities. In addition to financial audits, the External Auditors have also reviewed many other matters, such as governance structures, human resources management, programme management, performance measurement, the information technology control environment, as well as several field offices, and programmes and projects. The Auditor has also reviewed issues relating to the Internal Oversight Group.
- Based on this extensive review, the draft External Auditor's report for the last biennium, which is currently being finalized and is expected to be issued before 1 June 2004, states, inter alia, that the Auditor General is pleased to provide assurance that the financial records of UNIDO are reliable and well maintained and that adequate internal controls have been implemented. Accordingly, the Auditor-General is expressing an unqualified opinion on all the financial operations of the Organization for the period 1 January 2002 to 31 December 2003.
- As many delegations will know, at the request of the UN General Assembly, the Joint Inspection Unit has recently performed a review of its Statute and working methodology. During this review, participating Organizations were requested to provide inputs and suggestions for improvement in the JIU's mode of operations. UNIDO noted with satisfaction that several of its recommendations in this regard were included in the draft submitted to the General Assembly for consideration. I would also note that the Chairman of the JIU expressed his personal thanks to UNIDO for the specific recommendations we made for improving the mode of operations of the JIU.
- Another area worth mentioning is one which some of you may already be aware of, that currently the UK's Department for International Development (DFID) is carrying out an important assessment/evaluation of some 26 institutions, including UNIDO, with which they have an institutional partnership, to assess the effectiveness of these institutions. This assessment/evaluation is being carried out using a standard questionnaire, which has 72 questions to assess internal performance, country level results and partnerships in the areas shown:
 - Corporate Governance
 - Corporate Strategy
 - Resource Management
 - Operational Management, Delivery
 - Quality Assurance
 - Staff Quality
 - Monitoring, Evaluation, Lesson Learning
 - Reporting
- This assessment/evaluation is expected to be completed by DFID by June this year. We would be pleased to share the results with you once they become available to UNIDO, taking into account DFID's disclosure policy.

Ladies and gentlemen,

OCG will continue to meet its mandate in a proactive manner and will keep you informed of developments.

Excellencies, Distinguished delegates, Ladies and gentlemen,

I would now like to give you an overview of some important developments with regard to the financial performance of the Organization. Details on this subject are contained in the Annual Report for 2003; and information on the first two months of 2004 is available in the Financial Situation document (IDB.28/10).

The implementation of the regular budget in 2002-2003 was 92.9%, which was an improvement over the previous biennium of 91.5%. This higher implementation rate was achieved due to a better receipt of assessed contributions for each year as shown.

The implementation figures demonstrate that the Organization, using a prudent management approach, was able to implement the approved programme and budget to the extent possible while ensuring the financial integrity of the Organization. Greater implementation of the approved programme and budget is, however, contingent upon the timely receipt of assessed contributions from Member States.

Furthermore, as the exchange rate movements during the biennium were favourable for the regular budget due to the fact that the budget and assessments are in euros and some expenditures dollar-based, the Organization was able to transfer about Euros 1.8 million to the special account meant for the regular budget exchange rate fluctuations, which had a zero balance at the beginning of the biennium (details on this subject are contained in document IDB.28/9 on the transition to a single currency system).

Ladies and Gentlemen,

You may recall the extensive discussions we had last year during the approval process for the programme and budgets for the current biennium, and the information provided by the Secretariat that in order to stay within the available budgetary resources, it had to maintain a very high vacancy rate during 2002-2003. As explained at that time, this situation had resulted from the implementation of decisions over which UNIDO had no control.

Taking into account the Secretariat's views, Member States approved the programme and budgets for this biennium; however the decision reduced the required amount by some Euros 2.3 million, which was to be achieved through savings.

The approved budget amount for 2004, Euro 73.4 million, requires adjustments in respect of the amount reduced by the GC decision and the amount of assessed contributions we do not expect to receive – past experience shows that around 7-8% will not be received. With these two items, we would be left with some Euros 67.2 million (or 91% of the approved budget). However, should we further take out the full amount required for RPTC and Special Resources for Africa; and the required amount for operating costs, both of which amount to some Euros 27.3 million, the Organization would be left with some Euros 39.9 million for staff costs (i.e. about 90% of the amount approved for staff costs).

Since the approval of the programme and budget for 2004-2005, the Secretariat has been taking actions to bring the required staff on board, as the situation faced in 2002 and 2003 of maintaining an over 13% vacancy rate for the professional category and about 8% for the general service category was not sustainable. In view of this, the vacancy rate for 2004 is expected to be about 10% under the professional category. Although this rate is considerably higher than the mandatory vacancy factor of 5%; it is not possible to reduce this rate further due to the budgetary situation. In fact in order to maintain this 10% rate, the Secretariat will

have to take certain measures to reduce, or economize, on expenditures other than staff costs. However, please note that such reduction will not affect RPTC and SRA.

Ladies and gentlemen

The purpose of providing this information is to keep you fully informed and explain that the Organization had presented a realistic budget for your consideration.

During this biennium, the Organization will also have to look at possibilities of meeting its obligations under the Headquarter Minimum Operating Security Standards (H-MOSS), which amount to some USD 2.2 million for UNIDO. Please note that this amount has not been budgeted for. Since Mr. Fornocaldo has already made a presentation on this subject last month, I will not go into details on this.

As at 21 May 2004, the Organization had some Euros 37.1 million cash balance available under the Regular Budget. In addition, we have Euros 7.3 million in the Working Capital Fund. This means that the Organization has a good cash base to meet its obligations.

The operational budget income and expenditures, as well as the status of the reserve and compares it with the previous biennium is shown now. You will note that in 2000-2001 we had a surplus of USD 1.4 million, which resulted in an Operating Reserve balance of USD 3.0 million or Euros 3.3 million as at 31 December 2001.

During the 2002-2003 biennium, the Organization also achieved a surplus in dollar terms of USD 1.3 million. However, in Euro terms, since the currency of accounting and reporting is euro, the Organization suffered a net loss, or shortfall, of Euros 0.2 million on this account.

This loss has resulted from the fact that the income of the operational budget is linked to the technical cooperation delivery, most of which continues to be in US dollars. However, the majority of the expenditures, as is the case for the regular budget, continue to be in euros. Therefore the strong euro, which had a positive impact on the regular budget, contributed to the loss for the biennium under the operational budget. As this loss cannot be covered from the special account meant for the regular budget, and the fact that the Operating Reserve cannot indefinitely absorb such losses, the Secretariat is looking into various possibilities of covering such future losses. As I mentioned earlier, one initiative in this respect was the introduction of project management in euros with effect from this year for those projects, which are euro-based.

Since 1998, thanks to timely payments by several Member States of their obligations, the Organization has consistently improved its collection rate of assessed contributions, which for each of the last three years stands at some 92%. The current trend shows that we should also be able to achieve some 92 per cent collection during this year.

The collection rate of assessed contributions by list of States for the past two biennium is:

- List A paid 78% of its contributions for 2000-2001 and 89% in 2002-2003;
- List B paid 93% in 2000-2001 and 100% in 2002-2003;
- List C paid 32 % in 2000-2001 and only 24% in 2002-2003;
- List D paid 80% in 2000-2001 and 90% in 2002-2003.

Although the outstanding contributions of the current biennium's assessed contributions remain relatively stable, that is, some Euros 9 million, due to a better collection rate, as shown earlier, the arrears against prior years are increasing and Member States still owe some Euros 33 million to the Organization. Furthermore, former Member States (the USA and former Yugoslavia) owe some Euros 71 million to the Organization.

I am pleased to report that in addition to Azerbaijan, Belarus, Lithuania and Ukraine, last week Afghanistan also signed a payment plan with the Organization to settle its obligations over a period of five years. These Member States owe some Euros 12 million. Member States with arrears are encouraged to settle their obligations, and those with large arrears are encouraged to take advantage of the mechanism of payment plans approved by the governing bodies. Work is also continuing in this regard through the Informal Consultative Group on Voluntary Contributions.

Voting rights of Member States have considerably improved over the years; for instance as compared to 59 Member States having no voting rights in 2000, at the end of 2003 there were 45 such Member States. This needs to be improved further. Over the last several years, the Secretariat has submitted a number of documents for consideration by its governing bodies containing incentives and other measures in place in the UN system to encourage timely payments of assessed contributions.

As stated by the Director-General this morning, during 2003, our technical cooperation delivery reached its highest level and amounted to some USD 95 million, i.e. registering an increase of USD 12.9 million or 16% over the delivery of 2002. Technical cooperation delivery as at April 2004 was USD 37 million, which is comparable to the similar periods in 2002 and 2003. The forecast shows that we should be able to achieve a delivery of some USD 95 million in 2004, or even exceed this target as mentioned by Mr. Rwendeire this morning. This will be another turning point as traditionally delivery during the first year of a biennium is lower.

The Director-General in his opening statement this morning presented detailed information on TC delivery by Protocols and other core operations. As the Director-General said, these core competencies are essential to fight poverty, and therefore greater donor contributions are required. The contributions in these fields will also improve UNIDO's contribution to the Millennium Development Goals.

On technical cooperation delivery by region, you will note that for instance during 2003, the delivery in Africa was USD 20.4 million or 21.5% of the delivery. This shows an increase of some USD 7 million (or 52 %) over the 2002 delivery in Africa. On the other hand, should, for instance, we exclude the activities relating to the Montreal Protocol amounting to USD 35 million during 2003, the focus of which are in regions other than Africa, delivery in Africa in 2003 was 33%.

Looking at technical cooperation delivery by sources of funds, the largest components continue to be the Montreal Protocol and contributions to the Industrial Development Fund. You may also notice an increase in the self-financed trust funds, which amounted to USD 5.3 million in 2003 as compared to USD 2.4 million in 2002.

Distinguished delegates,

An important resource for the Organization is its staff and the quality of the external expertise that it recruits. Since the introduction of the human resource framework in 2001, several improvements in this area have taken place.

Considerable progress has been achieved by the Organization in addressing gender balance. These achievements have been recognized by our governing bodies, including the 10th session of the General Conference, which in its Resolution 10 took note of the process used to appointment senior managers in the Organization as well as of the accomplishments in improving the gender balance in UNIDO.

Continuous development of UNIDO's human resources is critical to meet the challenges placed on the Organization. Further improvements in this regard are being made. Details are contained in the Annual Report for 2003.

Another area is the recruitment of external experts for the provision of specific technical cooperation services to the programmes and projects in the field. During 2003, 2,200 project personnel, including 896 national experts, were recruited from 124 countries. The distribution of these experts by various Lists of States can be seen as below:

924 (or 42%) from List A
746 (or 34%) from List B
165 (or 8%) from List C
272 (or 12%) from List D
93 (or 4%) from others

Excellencies, distinguished delegates, ladies and gentlemen,

With the information presented today, you can see that the Organization continues to be on a strong financial footing with increasing technical cooperation activities and is performing well in meeting the demands placed on its services. The Organization is also taking proactive measures to meet the anticipated challenges.

Thank you for your understanding. This now concludes my presentation.

28th Session of Industrial Development Board
Vienna, 25 - 27 May 2004



Office of the Comptroller General



28th Session of Industrial Development Board

Office of the Comptroller General

Component units:

- Immediate Office of the Comptroller General
(Comptroller General: Mr. Sajjad AJMAL)
- Internal Oversight Group
(Director: Ms. Fabienne LAMBERT)
- Evaluation Group
(Director: Ms. Donatella MAGLIANI)
- Information and Communication Management Unit
(Chief: Mr. Paul MAKIN)

Office of the Comptroller General

28th Session of Industrial Development Board

Office of the Comptroller General

DG Bulletins relating to mandate:

- UNIDO/DGB/(M).91 of 14 November 2002
– Establishment of OCG
- UNIDO/DGB/(O).86/Add.13 of 16 June 2003
– TOR of OCG units
- UNIDO/DGB/(M).92 of 20 October 2003
– IOG Charter

Office of the Comptroller General

28th Session of Industrial Development Board

Annual Report To The Board

Main contents:

- Summary of major activities
- Significant issues and recommendations
- Assurance on soundness, adequacy and functioning of internal controls
- Key issues & recommendations arising from evaluations of programmes / projects
- Results-based management system

Office of the Comptroller General

28th Session of Industrial Development Board

OCG: Summary Of Major Results

(Contained in: Conference Room Paper 5 to GC.10,
& Annual Report for 2003 Chapter VI – Performance Management)

1. Improved programming, processes, guidelines and controls
2. Improved reporting and greater transparency
3. Advice on administrative and programmatic issues
4. Greater interaction and partnerships with external entities

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28th Session of Industrial Development Board

Improved Programming, Processes, Guidelines and Controls

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Management Control Framework

- Compliance with MTPF, Corporate Strategy, Programme and Budget
- Coherence with UNDAF, PRSPs
- Strengthen programme/project screening process
- Clear results indicators
- Improved quality and greater delegation of authority and accountability

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28th Session of Industrial Development Board

Improved Data Security

- Off-site data backup facility (UNIDO first Vienna-based organization to have this)

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Improved Reporting & Greater Transparency

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Improved Reporting & Greater Transparency

- Introduction of management reports
- Update to the Financial Performance Control System
- Human Resources and Payroll system
- Upgrading Permanent Missions Extranet InfoBase

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28th Session of Industrial Development Board

URL <http://www.unido.org/doc/3642>

Available Services

► ***Permanent Missions Extranet Infobase***

View the following UNIDO information by country, person, region or organizational unit:

- Contact Points
- Permanent Missions
- Projects
- Staff Members

Username and Password Required

Enter username for Extranet Infobase at www.unido.org

User Name:

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UNIDO EXTRANET INFOBASE

Select by Country, alphabetical

ABCDEF GHIJKL MNOPQRSTU VWXYZ

Welcome

To navigate the Extranet Infobase, select the overall way of accessing the database in the top right *Select by* box, e.g. by Region.

The menu in the top bar will show the appropriate selection. If you click on one of the choices (e.g. "Africa" in our example), the left bar will change to the appropriate menu (list of African States in our example).

Beams exploring UNIDO by...

- Integrated Programmes
- Assessed Contributions
- Country
- Division
- Person
- Region

- Personnel Reports
- Information Notes
- Press Clippings

28th Session of Industrial Development Board

Status of Programmable Resources Summary by sources of funds (including Support Costs)

Funding Source	Available Resources	PAD Issued	Funding Approved	Funding Available
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UNIDO INTRANET INFOBASE

Select by Sources of Funds

Donors

- Programmable Resources
- Currents Expenses
- IC Support

Status of Programmable Resources Summary by sources of funds

Funding Source	Available Resources (A)	PAD issued with supp.cost. (B)	Funding Approved by Committees (C)	Funds Available for Programming (A-C)
UNEP, UN	\$ 5,260,835	\$ 1,364,227	\$ 2,438,440	\$ 3,398,635
	€ 4,315,099	€ 1,058,537	€ 1,058,537	€ 3,255,263
NRA - YA	\$ 3,375,048	\$ 875,933	\$ 275,243	\$ 4,029,116
	€ 2,765,098	€ 557,235	€ 527,235	€ 2,208,661
Programmable Resources UN	\$ 914,634			\$ 914,634
	€ 750,000			€ 750,000
Special Purpose US	\$ 3,896,288	\$ 3,787,201	\$ 2,787,201	\$ 1,09,187
	€ 3,257,280	€ 3,169,698	€ 3,169,698	€ 87,682
Trade Trust Fund, TF	\$ 1,157,745	\$ 306,207	\$ 306,207	\$ 751,438
	€ 851,684	€ 249,524	€ 249,524	€ 611,160
Other - If any			\$ 127,028	\$ 127,028
			€ 127,828	€ 127,828
Total	\$ 14,482,667	\$ 6,065,642	\$ 6,252,640	\$ 8,230,027
	€ 11,938,830	€ 5,026,066	€ 5,183,836	€ 6,754,894

Data as of end 2006-05-24 prior the Financial cycle

UNIDO INTRANET INFOBASE

Select by Project Name

Project Details

Project Number: XXNYC01503

Project Name: TECHNOLOGY TRANSFER: ASSESSING NEEDS - PROMOTING ACTION

Project Type: INTERREGIONAL

Original Project Manager: PAULINE AGERH (Checked) (Gmail)

Original Date: EPC/PT

Planned Budget: 110,000

Program Element Code: 910,020

Pipe Status: Good request obtained

Pipe Stage: Project document submitted for approval

Original Duration: 12.0%

Actual Status of the Project Number: XXNYT01503

Actual Project Manager: PAULINE AGERH (Checked) (Gmail)

Actual Date: EPC/PT

Last Update: 05-Jun-2003

Brief Description:

The proposal is a pilot project within a cooperative framework between UNIDO and POTE, three bilateral institutions jointly support EDC and TDC projects in the priority area identified in the Cluster Programme Action. In accordance with the UN Millennium Development Goals for Poverty Eradication and Global Partnerships for Development, this pilot project aims to strengthen the capacity of enterprises, in assessing technological capabilities on basis of national, regional and enterprise levels through UNIDO methods, local manufacturing processes. It also involves the target institutions to improve their national and technical technology upgrading programmes by facilitating technology cooperation for productivity growth and competitiveness. The main components of the project are: (a) Interregional group training to help assess technology needs assessment for selected technology systems; (b) Africa, Latin and Asian regional and interregional for exchange of experience and technology transfer; (c) field level application of the learned techniques to create need of national, regional and enterprise level in the home country; (d) technology strategy upgrading programme work at the national level; (e) technology methodology to technology diffusion and EDC/TDC cooperation.

Project Classification:

Executive Agency: UNIDO

Poverty Reduction through Productive Activities Meeting

16-Mar-2003

28th Session of Industrial Development Board

Advice on administrative and programmatic issues

Office of the Comptroller General

28th Session of Industrial Development Board

Advice on administrative and programmatic issues

- Review of "L" and "ALD" contracts
- Assessment/evaluation of UNIDO field representation
- 12 Audits and reviews to assess compliance
- 8 In depth evaluations
- Results-based management system

Office of the Comptroller General

Interaction and Partnership

Interaction and Partnership

- Coordination with the external auditors

Interaction and Partnership

Coordination with external auditors:

- Financial audit
- Governance structure
- Human resources management
- Programme management
- Performance measurement
- Information technology control environment
- Field offices
- Programme and projects
- Internal oversight group

Interaction and Partnership

- Coordination with the external auditors
- JIU statute and working methodology
- Assessment / evaluation by DFID

DFID Assessment / Evaluation of 26 Multilateral Institutions

72 Questions covering:

- Corporate Governance
- Corporate Strategy
- Resource Management
- Operational Management, Delivery
- Quality Assurance
- Staff Quality
- Monitoring, Evaluation, Lesson Learning
- Reporting

- To Assess:**
- Performance
 - Country level results
 - Partnership



28th Session of Industrial Development Board

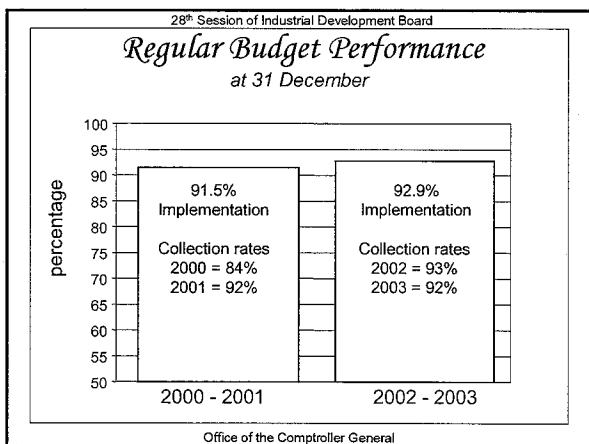
Financial Performance 2003 / 2004

Office of the Comptroller General

28th Session of Industrial Development Board

Regular Budget Performance

Office of the Comptroller General



28th Session of Industrial Development Board

Regular Budget Performance 2004 - 2005

Office of the Comptroller General

28th Session of Industrial Development Board

Regular Budget 2004 – 2005 (In millions of Euro)

	Biennium	2004
Programme & Budget (Gross)	147.3	73.4
Amount Reduced (GC10/Dec 17)	(2.3)	(1.2)
	<u>145.0</u>	<u>72.2</u>
Assessed Contributions (not expected to be received -7%)		(5.0)
Available for Spending		67.2
RPTC, SRA, IT, Travel, Joint / Common Services, Training, EGM		(27.3)
Amount for Staff costs		<u>39.9</u>

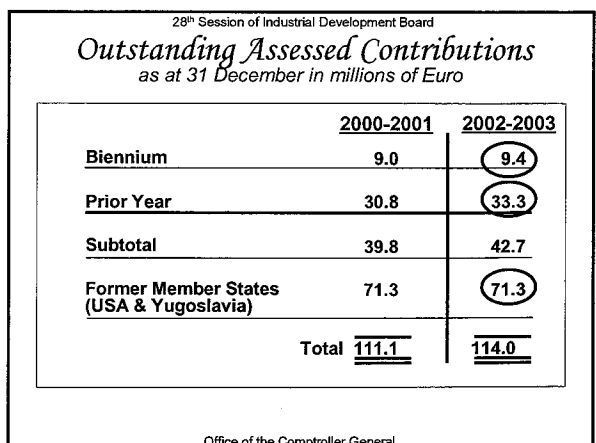
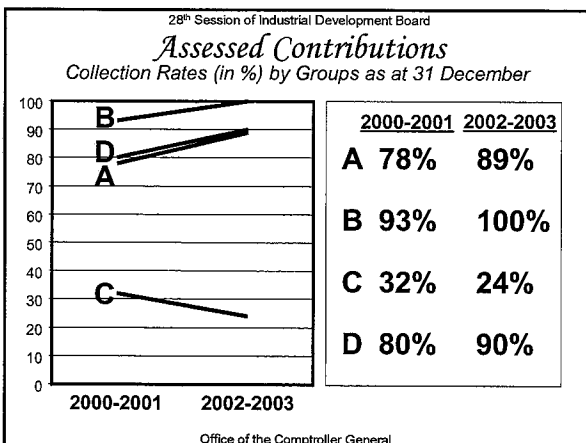
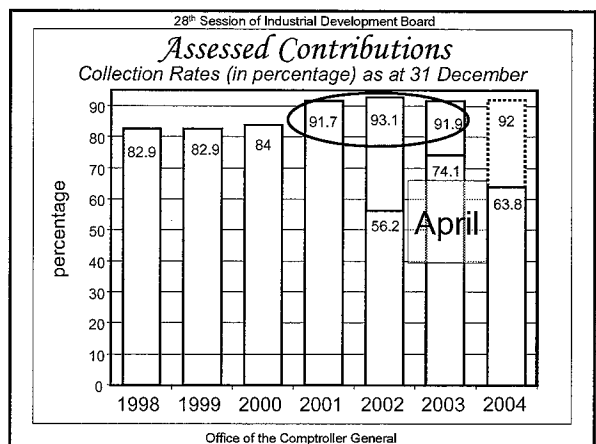
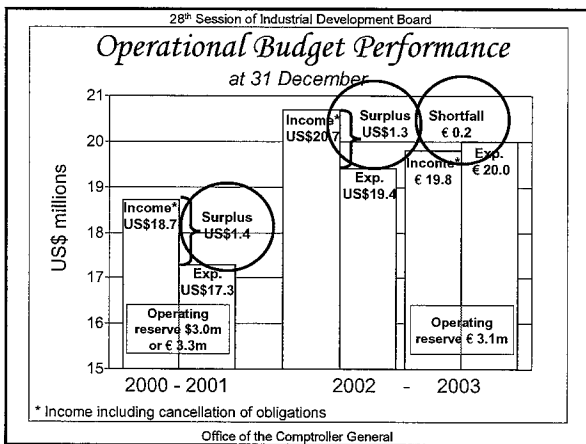
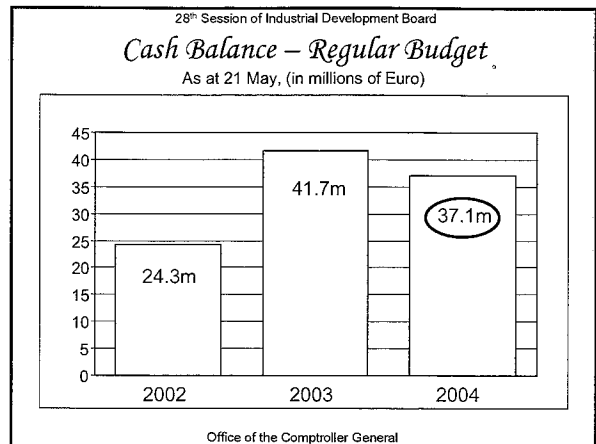
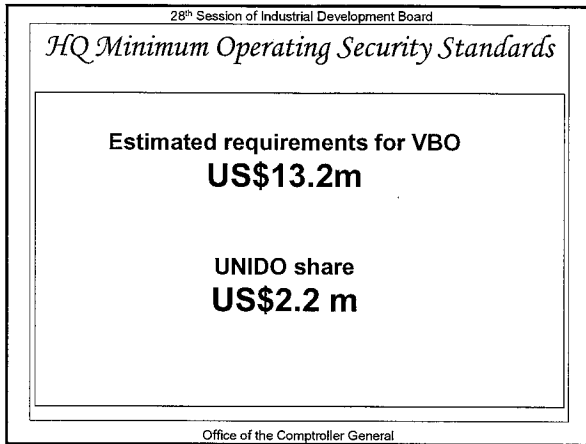
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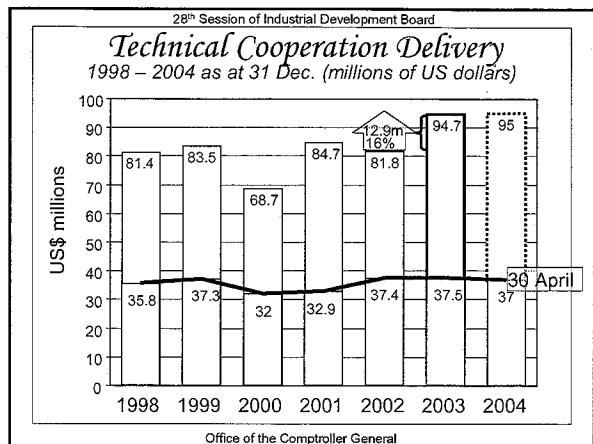
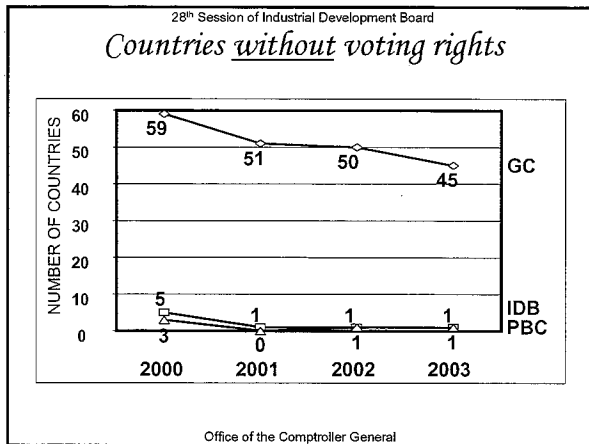
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Staffing Situation

	2002	2003	2004
Professional			
Budgeted (work months)	2,760	2,760	2,760
Vacancy (work months)	376	359	275
Vacancy (percentage)	13.6%	13.01%	9.96%
General Services			
Budgeted (work months)	2,814	2,814	2,814
Vacancy (work months)	239	220	81
Vacancy (percentage)	8.5%	7.8%	2.88%

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TC DELIVERY 31 Dec, 2003: by International Protocols / Industrial Support Institutions and core competencies

Category	Value	Percentage
International Protocols		
MP (all sources)	34.9	36.8%
Environmental management (excluding CP centres)	13.9	14.7%
Industrial Energy & Kyoto Protocol	4.9	5.2%
Subtotal	\$53.7	56.7%
Industrial support institutions		
ITPOs	7.7	8.1%
ICS	2.6	2.7%
Subtotal	10.3	10.8%
Subtotal	\$64.0	67.5%
Other / "core competencies"		
Industrial Governance & Statistics	2.5	2.7%
Investment and Tech Promotion (excl ITPOs & ICS)	5.6	5.9%
Quality & Productivity	8.3	8.8%
Small Business Development	6.5	6.8%
Agro Industries	5.8	6.2%
Cleaner Production Centres	2.0	2.1%
Subtotal	30.7	32.5%
Subtotal	\$94.7	100.0%

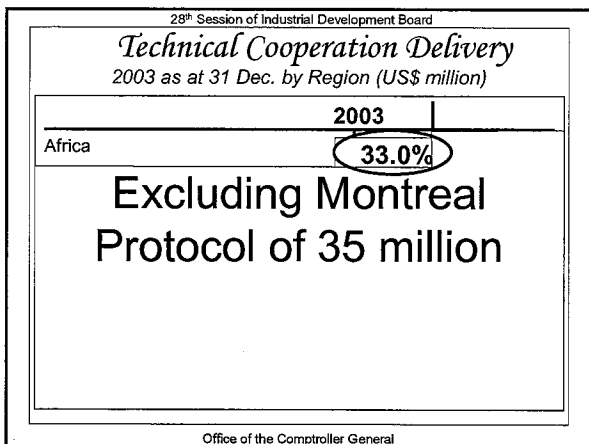
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Technical Cooperation Delivery
2002 – 2003 as at 31 Dec. by Region (US\$ million)

Region	2003 Value	2003 %	2002 Value	2002 %	
Africa	7m / 52% increase	\$20.4	21.5%	\$13.5	16.5%
African Arab States and Regional	5.8	6.1%	4.9	6.0%	
Asia & Pacific	28.6	30.2%	32.8	40.1%	
Western Asian Arab States	2.7	2.9%	3.7	4.5%	
Europe & NIS	6.8	7.2%	6.3	7.7%	
Latin America & Caribbean	15.8	16.7%	8.3	10.2%	
Global & Interregional	14.6	15.4%	12.3	15.0%	
Subtotal	\$94.7	100%	\$81.8	100%	

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Delivery by Sources of Funds
2002 – 2003 as at 31 Dec. (US\$ million & percentages)

Source	2003 Value	2003 %	2002 Value	2002 %
Regular Programmes (RPTC)	4.7	5.0%	1.6	2.0%
IDF	21.2	22.4%	18.4	22.5%
TF	12.0	12.7%	15.0	18.3%
Self-Financed TF	5.3	5.5%	2.4	2.9%
EU	3.7	3.9%	1.0	1.2%
GEF	10.0	10.5%	10.7	13.1%
Multilateral (MP)	32.8	34.7%	27.8	34.0%
UNDP	3.1	3.3%	3.3	4.1%
Other Funds	1.9	2.0%	1.6	1.9%
Subtotal	94.7	100%	81.8	100%

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HQ Recruitment

42 "P" posts advertised in 2003

- 45% of these filled by women
- 60% of posts D1 and above taken by women

Since 2001....

- Women constitute 45% of all "P" recruitment
- Number of women at D1 and above risen from 7% to 14% (in 2003)
- 34% of staff promoted

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