

In 2009, UNIDO adopted a new gender equality policy. The Policy on Gender Equality and the Empowerment of Women is intended to ensure that the gender equality perspective is reflected in UNIDO's programmes, policies and operations. Gender equality work has been integrated into the Medium-Term Programme Framework (MTPF) for 2010–2013.

It is clear that UNIDO has strengthened its gender equality efforts, and has made gender equality a cross-cutting issue. Nevertheless, several donors, including Norway, have called for more concrete results.

In addition to human rights and gender equality, UNIDO's prioritised focus areas include South-South cooperation, efforts related to the least-developed countries (LDCs),

3. Norway's policy towards UNIDO

Norway's policy towards, and financial support for, UNIDO cover core areas of Norway's development policy (the environment, climate, energy, private sector development, poverty eradication, UN reform). UNIDO is important to Norway because the organisation is a leading expert on poverty eradication through industrial development. UNIDO works to develop national capacity through cooperation with individual countries, private entities and other organisations, and as such is not purely a development assistance organisation.

Since more than half of UNIDO's technical assistance is linked to the member states' obligations under international climate and environmental treaties, the organisation's priority areas are closely aligned with Norway's priorities. Accordingly, UNIDO's efforts to promote clean energy in industrial development are of particularly relevance to Norway.

In 2006, as one of the first countries to do so, Norway concluded a framework agreement (through Norad), for programme cooperation with UNIDO. This agreement now also covers the MFA and Norway's embassies. The agreement is a procedural agreement which forms the superstructure for individual project agreements. In 2010, payouts totalled NOK 16.8 million. The agreement primarily relates to partner countries in Africa and Asia, and measures to secure market access/exports for small and medium-sized enterprises. Emphasis is also placed on strengthening consumer rights and

and environmental sustainability.

UNIDO's own internal audit is led by the Office of Internal Oversight Services (IOS), which is independent and reports directly to the Director-General and the Board. The unit is financed through UNIDO's ordinary budget, which is approved by the Board.

Procedures for the prevention of fraud have been incorporated into the organisation's Internal Control Framework (ICF), which focuses on the working environment, risk management, control mechanisms, information and monitoring. UNIDO has expressly adopted a zero-tolerance approach to corruption and fraud, which is backed up by disciplinary measures and penalties.

food safety. In addition, support is provided for the development of global guidelines, handbooks and evaluations.

The Ministry of Petroleum and Energy is supporting UNIDO in the development of a "road map" for the development and implementation of carbon capture and storage (CCS) in industrial sectors such as cement, steel and aluminium. The ministry is providing NOK 1.8 million of support in total. The "road map" will be designed especially for developing economies. The ministry has recognised the value of UNIDO leading the project, as UNIDO has a wide network of contacts among both developing countries and industrial entities. In addition, UNIDO is considered to have fewer areas of self-interest than, for example, an interest group seeking to promote carbon capture and storage, or an energy, petroleum or coal company might have. The Global Carbon Capture and Storage Institute (GCCSI), is also contributing NOK 1.8 million.

UNIDO's Director-General heads and coordinates the UN's energy-related work within the framework of UN-Energy, a project involving cooperation between 20 organisations. The Director-General is also chairman of the UN Secretary-General's Advisory Group on Energy and Climate Change. This has led UNIDO to give increasing priority to work relating to clean energy in industrial development, which coincides well with Norway's political priorities.

UNIDO

United Nations Industrial Development Programme

1. Facts and figures

Type of organisation: UN specialised agency

Established in: 1966

Headquarters: Vienna

Number of country offices: Three liaison offices in Brussels, Geneva and New York; 47 country offices (mainly in developing countries), 11 investment and technology promotion offices (mainly in industrialised countries)

Head of organisation: Director-General Kandeh K. Yumkella (Sierra Leone)

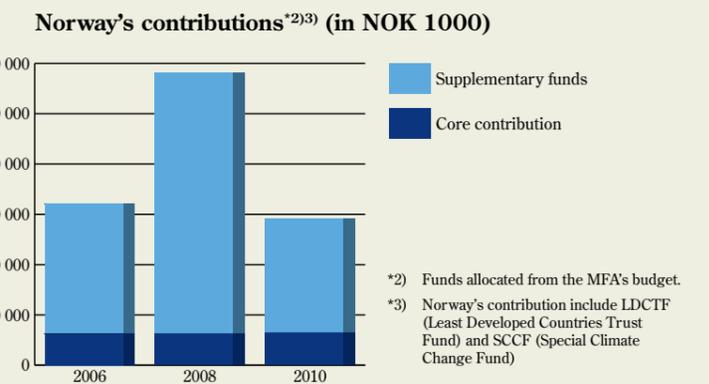
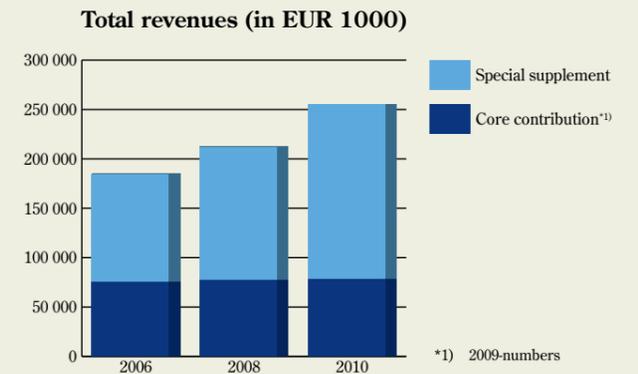
Dates of Board meetings in 2011: 22–24 June

Norway's representation on Industrial Development Board: Norway's four-year period of Board membership expires in December 2011

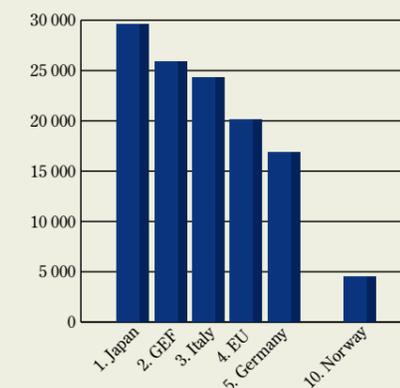
Number of Norwegian staff: One permanent employee, one temporary consultant

Responsible ministry: Norwegian Ministry of Foreign Affairs (MFA)

Website: www.unido.org



The five largest donors, and Norway, in 2010 (in US\$ 1000)



Norwegian Ministry of Foreign Affairs
Visiting address: 7. juni plassen 1 / Victoria terasse 5, Oslo,
P.O.Box 8114 Dep, NO-0032 Oslo, Norway.

For more information, contact Section for Budget and Administration on
e-mail: sbf-fn@mfa.no. The document can be found on our web site:
<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

Mandate and areas of activity

UNIDO's task is to promote sustainable industrial development in poor countries and countries with transition economies. UNIDO also works to improve living conditions in these countries. The organisation is intended to be a global forum for industrial knowledge, and to contribute technical support for and assist in the implementation of projects.

UNIDO's programme framework for 2010–2013 emphasises the following topics:

- South-South cooperation, jobs for young people, the participation of women in industrial development, clean energy and access to energy for the poor, cooperation with other organisations (UN and otherwise) and the private sector, and capacity-building through development and training.

UNIDO's work is divided into three main priority areas:

- poverty reduction through productive activities
- trade capacity-building
- environment and energy

In the main priority area poverty reduction through productive activities, UNIDO's programme framework emphasises support for political frameworks for industry and the facilitation of cooperation between private and public actors, network-building for small and medium-sized enterprises, and agricultural development.

In accordance with the programme framework for 2010–2013, UNIDO has, e.g., done the following:

- Launched a cooperation project with Hewlett-Packard involving a training programme for young people aged between 16 and 25 from eight African countries, focused on how to establish and run a company.
- Cooperated with Chevron on an entrepreneurship programme for young people in Angola.
- Signed an MoU with Ecobank Transnational Incorporated (a pan-African group), with the aim of creating economic growth in Africa through sustainable industrial development.

In the main priority area trade capacity-building, UNIDO gives particular support to measures linked to adaptation to international trade standards, quality assurance and market adaptation. UNIDO is the UN system's primary supplier of this type of technical assistance. The support especially targets small and medium-sized enterprises, based on the rationale that increased productivity and economic growth depend on small and medium-sized enterprises gaining access to a larger market. Emphasis is also given to strengthening corporate social responsibility (CSR).

In accordance with the programme framework for 2010–2013, UNIDO has, e.g., done the following:

- Along with the Nigerian Government, the AU, FAO and IFAD, UNIDO arranged a high-level conference on the development of agro-industry in Africa, at which the African Agribusiness and Agro-industries Development Initiative (3ADI) was established. The initiative, which is to promote agriculture by linking small and medium-sized producers with international markets, encompasses 12 countries, 10 of which satisfy the criteria for definition as LDCs.
- Supported Bangladesh in its development of national quality criteria for prawn production in order to adapt production to the export market. The initiative comprised training and guidance for 2,000 industry employees in cooperation with the Ministry of Fisheries and Livestock and private businesses, support for new laboratories to conduct quality analyses, and inspections. The initiative is part of a larger EU/Norad-financed programme focusing on the fisheries and textile sectors.

In the main priority area environment and energy, UNIDO's starting point is that access to clean energy is crucial in the fight against poverty, and that it is the poorest countries that are hardest hit by climate change. Accordingly, the organisation has expanded its work relating to renewable energy and energy efficiency in the field of industrial development. More than half of UNIDO's technical assistance is now linked to fulfilment of the obligations of member states arising from international climate and environmental treaties.

In accordance with the programme framework for 2010–2013, UNIDO has done the following:

- Developed clean-energy country programmes for several West African countries, as well as a regional programme for the Global Environment Facility's (GEF) clean-energy strategy for West Africa.
- Assisted in the commissioning of small hydropower plants in China, Ghana, India, Indonesia, Kenya, Mali, Nigeria, Rwanda, Sri Lanka, Uganda, Tanzania and Zambia. Also worked on a regional programme to promote South-South cooperation relating to small-scale power plants in Africa.
- Established several National Cleaner Production Centres in African, Asian and other countries, to strengthen clean-production efforts, particularly in the agricultural, leather production and textile production sectors.

In addition, in 2010 UNIDO further developed an implementation mechanism for technical assistance, in order to strengthen analysis, assessment and monitoring of programmes and projects.

Using funding of around USD 2 million provided by Norad between 1999 and 2007, UNIDO financed upgrades of three national institutes (respectively for standardisation, technology and textiles), and seven laboratories in Sri Lanka with equipment, training and support, to enable them to achieve international accreditation. UNIDO carried out an independent effects evaluation in late 2009, which confirmed a high degree of results achievement. The number of customers had increased by between 27 and 180 percent, and revenues from tests and calibration had increased by between 47 and 264 percent. The sustainability of the increased number of services on offer was also confirmed. The contributions of the funding to higher exports (clothing, tea and fish), quality awareness and South-South cooperation were also documented. Moreover, clear ripple effects were highlighted in several areas; the market for laboratory services had become more competitive, which had a positive effect for users in terms of price and quality. The ability of the institutes to deal with unexpected situations and develop new tests was also demonstrated.

One project example from each priority area:

1. Through a school-based training programme, the Entrepreneurship development for youth in Mozambique project helped to give 30,000 pupils from 32 schools skills intended to improve their living conditions. The programme is expected to be expanded to 311 schools in 2012.
2. A trade project in Côte d'Ivoire focused on training in 2,600 villages to ensure that exports of coffee and cocoa comply with EU standards.
3. An environmental project contributed to regional coordination and capacity-building to ensure sustainable resource use in 16 affected countries along the west coast of Africa.

2. Assessments: Results, effectiveness and monitoring

UNIDO's operational work programme, the Medium-Term Programme Framework (MTPF), is reviewed every four years. The current MTPF for 2010–2013 differs from previous documents in that it links results-based management more closely to results achievement at country level. The MTPF forms the basis for UNIDO's budget and programme planning. Both the MTPF and the budget and programme planning provide excellent opportunities for UNIDO to track how the programmes contribute to results at country level, and to monitor the expected effect on overarching aims.

UNIDO has developed regional programmes and, on the basis of these, country programmes based on UNIDO's strategic aims and the joint development plans agreed by the countries and the UN (PRSP, UNDAF, etc.).

UNIDO has experienced problems caused by centralised, time-consuming decision-making processes. In January 2010, the organisation therefore launched the Programme for Change and Organizational Renewal (PCOR), which has the objective of making UNIDO more efficient and result-oriented. Norway has supported the PCOR both financially and in its contributions at board meetings. The plans are in place, and Norway has identified a new trend towards improved results-reporting. However, reports on field operations still describe centralised, time-consuming decision-making processes.

Norad has concluded a framework agreement with UNIDO, and the two organisations hold half-yearly meetings. Norad is pleased with the partnership, as regards the form of cooperation, project preparation and implementation. The half-yearly meetings also include evaluations of the different projects and programmes and dialogue concerning their follow-up.

UNIDO Director-General Kandeh K. Yumkella attaches great importance to implementing results-based management in UNIDO. Mr Yumkella formulates annual priorities for management, in addition to performance measures and indicators for use in measuring the achievement of the priorities. In 2010 and 2011, a pilot project was carried out to test a new tool for the evaluation of management (360 degrees). This is to be introduced for all UNIDO employees during the course of 2012. Results-orientation and accountability are important factors in the evaluation.

UNIDO's evaluation director is organisationally independent of the management structure, and operationally independent in the exercise of the evaluation function as regards planning, implementation and reporting. The director is appointed by the UNIDO Director-General.

The evaluation unit reports to the Industrial Development Board every second year. The Board is invited to comment, and may also propose ad hoc evaluations, both of specific projects/programmes and of thematic areas.

UNIDO's business development activities focus on the economic dimension of poverty. In the area of rights, UNIDO is working specifically to strengthen the connection between corporate social responsibility and initiatives related to capacity-building, and to improve the integration of poor countries into international markets. In this context, UNIDO, along with organisations such as UNDP, UNEP, UNHCHR and ILO, is one of the main members of the UN's Global Compact. The Global Compact is a partnership with the business/private sector, targeting areas such as human rights, labour standards, environmental sustainability and anti-corruption efforts.