



**United Nations
Environment
Programme**

Distr.
LIMITED

UNEP/OzL.Pro/ExCom/43/16
9 June 2004

ORIGINAL: ENGLISH



EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Forty-third Meeting
Geneva, 5-9 July 2004

EVALUATION OF THE IMPLEMENTATION OF THE 2003 BUSINESS PLANS

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Introduction

1. This document presents the evaluation of the 2003 business plans of the implementing agencies and concludes with the Secretariat's observations and recommendations.
2. The evaluation is based on:
 - (a) the performance indicators adopted by the Executive Committee at its 22nd Meeting (Decision 22/18) and as modified by Decisions 26/4 to 26/6 on the weighted and non-weighted performance indicators;
 - (b) the performance indicator targets of the implementing agencies adopted in Decisions 36/9 to 36/12; and
 - (c) the implementing agencies' progress and financial reports submitted to the 43rd Meeting of the Executive Committee.
3. This evaluation is supplemented by an analysis of the implementing agencies' historical performance which was requested during meetings of the Monitoring, Evaluation and Finance Sub-Committee. Annexes I-III contain tables of the percentage of the business plan targets achieved for the weighted investment projects, non-weighted investment projects and non-investment projects, respectively. A brief analysis of the past performance is included in the text as appropriate to further describe the 2003 performance of the agencies in the text as appropriate.
4. It should be noted that the performance indicators adopted in Decision 41/93 will be used for the purpose of the evaluation of the business plans of the implementing agencies beginning next year with the evaluation of the 2004 business plans.
5. With the assignment of some activities approved in the 2002 business plans of the implementing agencies in the context of the financial planning document submitted to the 42nd Meeting (UNEP/OzL.Pro/ExCom/42/6, para. 6), the Secretariat reduced the targets for indicators and the performance based on the amount targeted, thereby eliminating any negative impact on the agencies' performance. Otherwise, performance indicators were assessed as they have been assessed historically.
6. UNDP, UNIDO and the World Bank disagreed with the assessments of some indicators after the final results were known, advising that either the 2002 approvals should be removed or indicating that they should not be removed. However, since the removal had no negative impact and had no bearing on whether an agency achieved the indicator, the Secretariat adjusted the 2003 performance indicators as agreed with the agencies during the Coordination Meeting in February 2004 and informed the Committee in UNEP/OzL.Pro/ExCom/42/6.

INVESTMENT PROJECTS

Agency targets and achievements

7. The performance of the implementing agencies during the 2003 business plan period is assessed against the targets that were set in their business plans or by targets determined by the relevant decisions of the Executive Committee.

8. Decision 26/4 established 13 performance indicators, and the targets for the 2003 evaluation were adopted at the 39th Meeting. Table 1 presents the approved targets and their achievement.

Table 1

2003 BUSINESS PLAN INVESTMENT PROJECT TARGETS AND ACHIEVEMENT

Weighted indicators												
ITEM	UNDP				UNIDO				World Bank			
	Target	Agency Achievement	Secretariat Assessment	Met Target	Target	Agency Achievement	Secretariat Assessment	Met Target	Target	Agency Achievement	Secretariat Assessment	Met Target
ODP phased out	5,684	5,871	5,871	Yes	6,907	6,036	6,096	No	20,747	17,395	17,395	No
Funds disbursed	38,000,000	24,483,520	24,483,520	No	25,000,000	28,771,392	28,773,312	Yes	58,000,000	66,000,000	65,083,377	Yes
Project completion reports	100%	106%	106%	Yes	100%	625%	625%	Yes	100%	84%	84%	No
Distribution among countries*	48	20	18	No	18	16	14	No	17	11	11	No
Timely submission of progress report	On Time	On Time	On Time	Yes	On Time	On Time	On Time	Yes	On Time	On Time	On Time	Yes
Non-weighted indicators												
ITEM	UNDP				UNIDO				World Bank			
	Target	Agency Achievement	Secretariat Assessment	Met Target	Target	Agency Achievement	Secretariat Assessment	Met Target	Target	Agency Achievement	Secretariat Assessment	Met Target
Number of project completed in year of business plan	223	116	116	No	60	54	54	No	40	44	45	Yes
Value of projects approved*	44,932,921	35,937,822	29,290,743	No	34,788,741	25,530,561	23,624,603	No	91,139,647	77,567,630	75,107,277	No
ODP to be phased out*	8,673	3,933	3,810	No	3,045	4,795	1,120	No	17,413	11,367	11,352	No
Cost of project preparation	2.4%	1.6%	1.6%	Yes	2.7%	1.5%	3.64%	No	0.60%	0.62%	0.64%	No
Cost-effectiveness	6.57	8.45	7.10	No	7.00	4.94	9.79	No	5.06	5.47	6.12	No
Speed of first disbursement	12 months	12.8 months	12.8 months	No	9.5 months	9.3 months	9.2 months	Yes	26 months	25 months	26 months	Yes
Speed of completion	30 months	32.4 months	32.4 months	No	34 months	31.1 months	31.7 months	Yes	41 months	40 months	41 months	Yes
Net emission due to delays	14,000	9,322	9,322	Yes	7,000	3,461	5,114	Yes	27,850	21,879	21,807	Yes
Number of targets achieved				5/13				6/13				6/13

* The target has been reduced for projects approved in 2003 that were allocated to 2002 Business Plans projects.

9. It should be noted that achieving higher amounts of achievement represents a better performance than that targeted in the case of the indicators for ODP phased out, funds disbursed, number of project completion reports, distribution among countries, value of projects approved, ODP to be phased out from new project approvals, timely submission of progress report and number of investment projects completed. For the indicators on cost of project preparation, cost-effectiveness, speed of delivery, and net emissions due to delays, the lower amounts represent better performance.

Overall achievement of targets

10. The overall achievement of targets by agencies are as follows:

- (a) UNDP fully achieved five of the 13 targets (38 per cent), the remaining eight being only partially achieved;
- (b) UNIDO fully achieved six out of 13 targets (46 per cent), the remaining seven being partially achieved (however, as noted below, UNIDO determined that it met 9 of its 13 targets); and
- (c) The World Bank fully achieved six out of 13 targets (46 per cent), the remaining seven being partially achieved.

Implementation performance indicators

11. Implementation performance indicators include ODP phased out, funds disbursed, speed of first disbursement, speed of completion, net emission due to delays, and project completion pursuant to Decision 28/2.

ODS phase-out:

12. Implementing agencies phased out 29,362 ODP tonnes of ODS consumption in 2003, which is below the phase-out target of 33,338 ODP tonnes set out in Decision 36/5. UNDP was 187 ODP tonnes above the target while UNIDO and the World Bank were 811 ODP tonnes and 3,352 ODP tonnes short of their targets respectively.

13. It should be noted that of the 8 times that this indicator was measured, the World Bank achieved it 5 times, UNIDO 3 times, and UNDP 2 times.

Disbursement:

14. Implementing agencies disbursed US \$118,340,209 in 2003, which is below the disbursement target of US \$121 million set in Decision 36/5. UNIDO disbursed about US \$3.8 million above its target, UNDP disbursed US \$13.5 million below its target and the World Bank disbursed US \$7.1 million over its target.

15. Of the 8 times this indicator was measured, UNIDO achieved it 6 times, and UNDP 2 times and the World Bank 3 times.

Number of investment projects completed:

16. One of the new indicators added to the 2002 business plans was the number of investment projects completed. Both UNDP and UNIDO completed fewer projects than targeted. UNDP completed 116 against the 223 projects it planned to complete, although it should be noted that UNDP completed twice as many investment projects as any other agency. UNIDO completed 54 against the 60 projects it planned to complete. The World Bank achieved its target, as it completed 45 out of the 40 investment projects it planned to complete.

Speed of delivery:

17. The speed of first disbursement and completion is based on cumulative figures, and thus is not expected to change much from year to year as more projects are implemented. Although UNIDO and the World Bank achieved both speed of delivery targets (first disbursement and completion), UNDP did not achieve either target. UNDP has achieved both of its speed of delivery targets every year since the first business plan in 1996 except 1999 (when it only achieved the speed of first disbursement target) and 2003. UNIDO met its speed of delivery for completion targets for 1996, 1999, 2001, 2002 and 2003. It achieved its speed of first disbursement targets only for the years 2002 and 2003. The World Bank achieved speed of delivery for completion targets in 1996, 1997 and 2003 and the speed of first disbursement in 1997, 1998, 2002 and 2003.

ODS emissions:

18. The net ODS emission due to project delays is an indicator that is intended to measure the impact of current project implementation delays on additional emissions of ODS. Projects with implementation delays contributed to an additional 36,243 ODP tonnes in emissions that would not have occurred if the projects were completed on time. All three implementing agencies reduced the level of emissions due to delays and achieved their targets although delays resulted in net emissions of 9,322 ODP tonnes from UNDP projects, 5,114 ODP tonnes from UNIDO's projects and 21,807 ODP tonnes from the World Bank's projects.

19. UNIDO has achieved this indicator in every business plan since the indicator was added to the 1999 business plans. UNDP has achieved the indicator in 2001, 2002 and 2003. The World Bank achieved the indicator in 1999, 2001 and 2003.

Planned approval performance indicators

20. Planned approval performance indicators include value of projects approved, ODP to be phased out, distribution among countries, cost of project preparation, and cost-effectiveness.

Value and projects approved:

21. Concerning the target for the value of projects approved from the 2003 business plans, UNDP achieved US \$15,642,178 less than its target, UNIDO achieved US \$11,164,138 less than its target and the World Bank achieved US \$16,032,370 less than its target. The value of

projects approved target was achieved by UNDP in 4 of 8 business plans, the World Bank in 2 of 8 business plans and UNIDO in 1 of 8 business plans.

ODP to be phased out from approved projects:

22. The assessment of the performance indicator ODP to be phased out from approved projects shows that all implementing agencies did not achieve their targets. UNDP was 4,863 ODP tonnes below its target, UNIDO was 1,925 ODP tonnes below its targets and the World Bank was 6,061 ODP tonnes below its target.

23. UNIDO achieved this indicator in 3 out of their 8 business plans, and UNDP and the World Bank achieved this indicator in 2 out of their business plans, each.

Distribution among countries:

24. The weighted performance indicator Distribution among Countries shows that none of the agencies delivered projects to as many countries as they had planned. This indicator is intended to ensure that the countries included in the business plan receive projects. It is not intended to reward an agency for the number of countries it includes in its business plan although both UNDP and UNIDO had projects in more countries than the World Bank: UNDP had projects approved in 18 out of the 48 countries it planned for 2003; UNIDO had projects in 14 out of the 18 countries planned; and the World Bank had projects in 11 out of the 17 countries planned. This indicator does however reward agencies that achieve their target. UNDP achieved 38 per cent of its target; UNIDO, 78 per cent; and the World Bank, 65 per cent.

25. None of the three implementing agencies have ever achieved this indicator.

Cost of project preparation:

26. Cost of project preparation is an indicator that has generally amounted to about 3 per cent of the costs of approved projects. For the 2003 business plans, all agencies had targets below 3 per cent of the costs of approved projects: 2.7 per cent for UNIDO and 2.4 per cent for UNDP and 0.6 per cent for the World Bank. Both UNIDO and the World Bank did not achieve their targets (3.64 per cent and 0.64 per cent, respectively). UNDP met its target as its project preparation cost amounted to 1.6 per cent of the value of its approved projects.

27. UNDP has fully realized this indicator every year while the World Bank achieved it in 3 out of the last 7 years and UNIDO, 1 out of 6 years.

Cost-effectiveness:

28. None of the three implementing agencies achieved their targets.

29. UNDP has met this indicator in 4 out of the last 7 years. UNIDO and the World Bank achieved this indicator in 3 out of the 7 years.

Administrative performance indicators

30. Administrative indicators include timely submission of project completion reports, and timely submission of progress reports.

31. All agencies submitted their progress reports on time. UNDP and UNIDO fully achieved the targeted number of project completion report submissions. The World Bank realized 84 per cent of its target.

Assessment

32. Implementing agencies' data on their achievements for some performance indicators differs from the Secretariat's assessment. The achievement indicated by the agencies and by the Secretariat are both presented in Table 1. However, as the Secretariat's assessment is based on a standard methodology that was applied equally to all implementing agencies' data provided in the progress reports, the assessments are based on the Secretariat's methodology for the sake of consistency.

33. The Executive Committee determined the relative importance of the indicators at its 26th Meeting (Decision 26/4) when it adopted the following weightings for evaluating business plan performance: ODP phased out (40 per cent), funds disbursed (30 per cent), project completion reports (20 per cent), distribution among countries (10 per cent), and timely submission of the progress report which was added at the 36th Meeting (10 per cent). Table 2 is based on applying the percentage of the performance target achieved times the relative weighting.

Table 2

**ASSESSMENT OF PERFORMANCE AGAINST TARGETS
FOR INVESTMENT PROJECTS**

Agency/ Performance Indicator	UNDP			UNIDO			World Bank		
	Percentage of Target Achieved	Weight -ing	Points	Percentage of Target Achieved	Weight -ing	Points	Percentage of Target Achieved	Weight -ing	Points
ODP phased out	100%	40	40	88%	40	35	84%	40	34
Funds disbursed	64%	30	19	100%	30	30	100%	30	30
Project completion reports	100%	20	20	100%	20	20	84%	20	17
Distribution among countries	38%	10	4	78%	10	8	65%	10	7
Timely submission of progress report	100%	10	10	100%	10	10	100%	10	10
Assessment		110	93		110	103		110	98

34. UNDP and UNIDO exceeded three out of the five weighted investment project performance targets. The overall assessment is as follows: UNDP (93), UNIDO (103), and the World Bank (98). On a percentage basis since the total number of points exceeds 100 due to the additional weighted indicator added to the 2003 business plans, UNDP achieved 85 per cent of the total number of points; UNIDO achieved 94 per cent and the World Bank achieved 89 per cent.

35. No agency has ever attained 100 per cent of the points except UNIDO which achieved 100 per cent in 1998. UNIDO achieved over 90 per cent in 4 of the last 6 business plans, the World Bank over 90 per cent in 3 of the last 6 business plans and UNDP over 90 per cent in 2 of the last 6 business plans.

NON-INVESTMENT PROJECTS

36. The Executive Committee has adopted six performance indicators for non-investment projects applicable to all implementing agencies, four of which are weighted and two are non-weighted (Decision 26/5). This section presents a review of the performance indicators unique to UNEP per Decision 26/6 and then addresses the targets and the achievements common to all agencies followed by an assessment based on the weightings adopted by the Executive Committee at its 26th Meeting.

UNEP

37. At its 26th Meeting, the Executive Committee requested UNEP, in view of its specific mandate, to continue the monitoring of its activities according to set performance indicators provided in its business plan (Decision 26/6). At its 33rd Meeting, the Committee adopted UNEP's targets for six indicators (Decision 33/7(c)). UNEP assessed its performance against all of these six indicators in its progress report as shown in Table 3.

Table 3

UNEP-SPECIFIC NON-INVESTMENT PERFORMANCE INDICATORS FOR ITS 2003 BUSINESS PLAN

Item	Targets	Achievement
Number of newsletters	3	3
Number of joint/regional activities which Network members are involved	2 per region	There were 17 joint/regional activities in the regions
Improvement over previous years in data reporting and enacting the legislation and policies for ODS phase-out in Networking and institutional strengthening countries	80% of all network countries	Percentage of countries with missing data that received specific CAP assistance for data reporting that subsequently reported baselines by end 2003: 77% Percentage of countries reporting data in compliance with Article 7 of the Protocol: 89%

Item	Targets	Achievement
The extent of awareness-raising activities initiated by the countries as a result of UNEP's publications	Qualitative, but can be expressed in the number of brochures, awareness raising products produced by countries	Consistent with the shift of CAP focus from producing many new publications to providing more strategic advice to countries about how they can organize information, education and communication activities (as per the <i>Global Communication Strategy for Compliance with the Montreal Protocol</i>), reproduction of existing UNEP materials was not a significant factor in 2003.
The extent to which experience achieved through UNEP's activities is used in the adoption and adjustment of ODS phase-out strategies by Network countries	Qualitative	<ul style="list-style-type: none"> ▪ Understanding of sector plan approach through sessions in network meetings ▪ Networks organised special sessions on various terminologies e.g. on NPPs, TPMPs, NCPPs, sector plans, etc. ▪ Policy inputs in the sector plans have been initiated through UNEP activities. ▪ Country consultations and country visits to explain the strategic planning process. ▪ RMP preparation missions. ▪ Learning from each other experiences during network meetings (e.g. Sri Lanka's experience on NCAP led to Iran and Mongolia adopting the country consultation approach) ▪ South-South cooperation
The extent to which the networks are used by the Agencies and the Secretariat in developing their work or explaining new policies	Qualitative	Comments received from the Secretariats and Implementing Agencies indicate that they continued to use the meetings to support their work with countries. In spite of their busy schedules, the average rate of participation in all 2003 Network meetings was: Implementing Agencies – 51%, Multilateral Fund Secretariat – 42%, Ozone Secretariat – 31%. In 2003/2004, the Agencies and Secretariat provided suggestions to UNEP about the number and type of Network meetings in which they wish to be involved, and UNEP will adjust its scheduling and invitations accordingly in 2004.

38. Only three of the six indicators have targets that can be assessed quantitatively. UNEP clearly met 2 of these targets. UNEP did not achieve its indicator that 80 per cent of all network countries show improvement over previous years in data reporting and enacting legislation.

Agency Targets and Achievements

39. The Executive Committee established seven performance indicators to measure the performance of all of the implementing agencies on non-investment projects (Decision 26/5).

40. It should be noted that achieving higher amounts represents better performance in the case of the indicators (number of Projects completed, Funds disbursed, Policies initiated, and Reduction in ODP from non-investment projects) but for the other indicators (Speed until first disbursement and Speed until project completion) the lower amounts represent better performance.

41. Decision 26/5 established five weighted and two un-weighted non-investment project indicators for the evaluation of non-investment project performance. Table 4 shows that:

- (a) UNDP fully achieved five of the seven targets (71 per cent);
- (b) UNIDO fully achieved six of the seven targets (86 per cent); and
- (c) The World Bank fully achieved four of the seven targets (57 per cent); and
- (d) UNEP fully achieved three of the seven targets (43 per cent).

Table 4

2003 BUSINESS PLAN NON-INVESTMENT PROJECT TARGETS AND ACHIEVEMENTS (ALL AGENCIES)

AGENCY	UNDP			UNEP			UNIDO			WORLD BANK		
ITEM	Target	Actual	Per cent	Target	Actual	Per cent	Target	Actual	Per cent	Target	Actual	Per cent
Weighted Indicators												
Number of Projects Completed	10	22	Yes	60% of total projects approved	69%	Yes	11	16	Yes	8	5	No
Funds Disbursed (US\$)	2,000,000	3,693,816	Yes	73% of approved funding	72%	No	358,000	1,201,983	Yes	1,270,000	2,246,337	Yes
Speed until first disbursement	12 months	11 months	Yes	6 months	7.6 months	No	10 months	9.4 months	Yes	20 months	13.7 months	Yes
Speed until project completion	30 months	35 months	No	26 months	31 months	No	32 months	33.7 months	No	33 months	30 months	Yes
Timely submission of progress report	On Time	On Time	Yes	One Time	On Time	Yes	On Time	On Time	Yes	On Time	On Time	Yes
Policies initiated from non-investment activities	3	6	Yes	17 countries	21 countries	Yes	At least in one country	2 countries	Yes	1 country	None)	No
Reduction in ODP from non-investment activities	150	0	No	17	0	No	33.3	45	Yes	370	86.9	No
Number of Targets Achieved			5/7			3/7			6/7			4/7

N/P – Not provided.

42. The Secretariat's assessment was applied in the same manner to all four implementing agencies based on the information contained in their progress reports. The Executive Committee

requested implementing agencies to provide the information in a standardised manner (Decision 24/4). The overall number of targets achieved by the four implementing agencies were 5 of 7 targets for UNDP, 3 of 7 targets for UNEP, 6 of 7 targets for UNIDO and 4 of 7 for the World Bank. Historically, the performance against non-investment projects has been sporadic and has varied widely by agency. For example, the total number of targets met has varied from 43 to 75 per cent for UNDP, 25 to 100 per cent for UNEP, 25 to 86 per cent for UNIDO, and 33 to 100 per cent for the World Bank.

43. The 2003 performance of agencies was lower overall for two out of the four agencies, but there was some improvement for UNDP and UNIDO which achieved 71 per cent and 86 per cent of its targets respectively as opposed to 43 per cent and 57 per cent in 2002. Both UNEP and the World Bank achieved the same percentages of their targets in 2003 as they had done in 2002, 43 per cent for UNEP and 57 per cent for the World Bank.

Assessment

44. The same methodology as used to assess investment projects was used to assess non-investment projects. Table 5 presents the assessment for non-investment projects.

Table 5

ASSESSMENT OF PERFORMANCE AGAINST TARGETS FOR NON-INVESTMENT PROJECTS

Agency/ Performance Indicator	UNDP			UNEP			UNIDO			World Bank		
	Per Cent of Target Achieved	Weight- ing	Points	Per Cent of Target Achieved	Weight- ing	Points	Per Cent of Target Achieved	Weight- ing	Points	Per Cent of Target Achieved	Weight- ing	Points
Number of projects completed	100%	40	40	100%	40	40	100%	40	40	63%	40	25
Funds disbursed	100%	30	30	99%	30	30	100%	30	30	100%	30	30
Speed of first disbursement	100%	15	15	79%	15	12	100%	15	15	100%	15	15
Speed of project completion	86%	15	13	84%	15	13	95%	15	14	100%	15	15
Timely submission of progress report	100%	10	10	100%	10	10	100%	10	10	100%	10	10
Overall assessment		110	108		110	105		110	109		110	95

45. UNDP, UNIDO and the World Bank attained four of the five weighted non-investment targets, and UNEP achieved two of them. On a scale of 110, the overall assessment is as follows: UNDP (108 points or 98 per cent), UNEP (105 points or 95 per cent), UNIDO (109 points or 99 per cent) and the World Bank (95 points or 86 per cent).

SECRETARIAT'S OBSERVATIONS AND RECOMMENDATIONS

Observations

46. As noted by the Secretariat in its document on performance indicators submitted to the 41st Meeting (UNEP/OzL.Pro/ExCom/41/97), last year's evaluation of the implementing agencies' business plans indicated that the outcomes of the evaluation of business plans might result in a different assessment of performance to an analysis of each agency's targets in its last two progress reports. In the case of this year's progress reports, agencies completed about half of the projects planned to be completed and phased-out half the amount planned.

47. The evaluation of the 2003 business plan performance reveals a similar result. Concerning investment projects, relative to UNDP, UNIDO and the World Bank, no agency achieved 50 per cent of its investment project performance indicator while meeting 85 to 93 per cent of their weighted performance indicators for investment projects.

48. In terms of non-investment projects, the agency with the most non-investment projects, UNEP, achieved 43 per cent of its targets, but 95 per cent of its weighted non-investment indicators for non-investment projects. The achievement of about half of the targets set by agencies may suggest that the anticipated completion of projects and phase-out may not be achieved as planned. Without the achievement of planned phase-out, some Article 5 countries may not meet their compliance obligations as soon as the projections based on the planned completion dates of implementing agencies may suggest.

Recommendations

The Executive Committee may wish to note the evaluation of the implementing agencies' performance against their 2003 business plans as contained in UNEP/OzL.Pro/ExCom/43/16 and encourage implementing agencies to strive for an improved performance against the targets of their 2004 business plans.

Annex I

**PERCENTAGE OF TARGET ACHIEVED FOR
WEIGHTED INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1996-2003)**

UNDP	1996	1997	1998	1999	2000	2001	2002	2003
ODP phased out	24%	93%	100%	76%	41%	99%	92%	100%
Funds disbursed	59%	100%	95%	90%	100%	95%	77%	64%
Project completion reports				38%	93%	86%	87%	100%
Distribution among countries				65%	61%	63%	58%	38%
Assessment	42%	97%	98%	71%	72%	91%	85%	85%
UNIDO	1996	1997	1998	1999	2000	2001	2002	2003
ODP phased out	74%	80%	100%	57%	70%	100%	100%	88%
Funds disbursed	81%	88%	100%	100%	100%	100%	100%	100%
Project completion reports				83%	66%	100%	100%	100%
Distribution among countries				83%	74%	89%	73%	78%
Assessment	78%	84%	100%	78%	78%	99%	97%	94%
World Bank	1996	1997	1998	1999	2000	2001	2002	2003
ODP phased out	33%	94%	100%	100%	100%	100%	100%	84%
Funds disbursed	65%	77%	88%	97%	100%	74%	100%	100%
Project completion reports				61%	98%	74%	100%	84%
Distribution among countries				75%	79%	67%	79%	65%
Assessment	49%	86%	95%	89%	97%	84%	98%	89%

Annex II

**PERCENTAGE OF TARGET ACHIEVED FOR
NON-WEIGHTED INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1996-2003)**

UNDP	1996	1997	1998	1999	2000	2001	2002	2003
Value of projects approved	100%	100%		100%	80%	100%	99%	65%
ODP to be phased out	74%	100%		100%	92%	96%	77%	44%
Cost of project preparation		100%	100%	100%	100%	100%	100%	100%
Cost-effectiveness		100%	100%	100%	100%	92%	75%	93%
Speed of first disbursement		100%	100%	100%	100%	100%	100%	94%
Speed of completion	100%	100%	100%	94%	100%	100%	100%	93%
Net emission due to delays				32%		100%	100%	100%
Number of targets achieved	67%	100%	100%	45%	45%	45%	46%	38%
UNIDO	1996	1997	1998	1999	2000	2001	2002	2003
Value of projects approved	99%	99%		100%	93%	99%	97%	68%
ODP to be phased out	42%	85%		100%	72%	100%	100%	37%
Cost of project preparation		100%		74%	79%	77%	77%	74%
Cost-effectiveness		86%	100%	79%	90%	100%	100%	72%
Speed of first disbursement			78%	88%	89%	97%	100%	100%
Speed of completion	100%		64%	100%	97%	100%	100%	100%
Net emission due to delays				100%	100%	100%	100%	100%
Number of targets achieved	33%	25%	33%	45%	18%	64%	77%	46%
World Bank	1996	1997	1998	1999	2000	2001	2002	2003
Value of projects approved	94%	87%		100%	75%	92%	100%	82%
ODP to be phased out	34%	100%		100%	83%	72%	91%	65%
Cost of project preparation		100%	93%	97%	58%	100%	100%	94%
Cost-effectiveness		100%	100%	84%	100%	93%	83%	83%
Speed of first disbursement		100%	100%	88%	96%		100%	100%
Speed of completion	100%	100%	90%	95%	97%		94%	100%
Net emission due to delays				100%	45%	100%	70%	100%
Number of targets achieved	33%	83%	50%	36%	27%	18%	54%	46%

Annex III

**PERCENTAGE OF TARGET ACHIEVED FOR
NON-INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1997-2003)**

UNDP	1997	1998	1999	2000	2001	2002	2003
Number of Projects Completed	46%	100%	100%	100%	73%	92%	100%
Funds Disbursed (US\$)	100%	98%	100%	100%	93%	61%	100%
Speed until first disbursement	83%	100%	100%	100%	100%	100%	100%
Speed until project completion	100%	100%	78%	85%	100%	100%	86%
Policies initiated from non-investment activities					100%	100%	100%
Reduction in ODP from non-investment activities					100%	0.6%	0%
Number of Targets Achieved	50%	75%	75%	75%	67%	43%	71%
UNEP	1997	1998	1999	2000	2001	2002	2003
Number of Projects Completed	100%	100%	100%	41%	100%	100%	100%
Funds Disbursed (US\$)	49%	100%	100%	100%	93%	93%	99%
Speed until first disbursement		100%	100%	95%	86%	82%	79%
Speed until project completion		100%	53%	48%	26%	86%	84%
Policies initiated from non-investment activities					100%	100%	100%
Reduction in ODP from non-investment activities					100%	0%	0%
Number of Targets Achieved	50%	100%	75%	25%	50%	43%	43%
UNIDO	1997	1998	1999	2000	2001	2002	2003
Number of Projects Completed	100%	80%	100%	67%	100%	100%	100%
Funds Disbursed (US\$)	80%	100%	49%	100%	48%	89%	100%
Speed until first disbursement		100%	80%	66%	86%	100%	100%
Speed until project completion		100%	34%	28%	60%	71%	95%
Policies initiated from non-investment activities			100%		100%	100%	100%
Reduction in ODP from non-investment activities			100%		100%	0%	100%
Number of Targets Achieved	50%	75%	50%	25%	50%	57%	86%
World Bank	1997	1998	1999	2000	2001	2002	2003
Number of Projects Completed	100%	100%	17%	25%	11%	22%	63%
Funds Disbursed (US\$)	100%	49%	35%	27%	12%	38%	100%
Speed until first disbursement		100%	100%	100%	100%	100%	100%
Speed until project completion		100%	100%	100%	78%	100%	100%
Policies initiated from non-investment activities			75%		100%	100%	0%
Reduction in ODP from non-investment activities			0%		0%	0%	23%
Number of Targets Achieved	100%	75%	33%	50%	33%	57%	57%
