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EXECUTIVE COMMITTEE OF
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EVALUATION OF THE 2002 BUSINESS PLANS

Introduction

1. This document presents the evaluation of the 2002 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 26/4-6 on the weighted and non-weighted performance indicators;
 - (b) the performance indicator targets of the implementing agencies adopted in Decisions 36/9-12; and
 - (c) the implementing agencies' progress and financial reports submitted to the 40th Meeting of the Executive Committee.
3. This evaluation is supplemented by an analysis of the implementing agencies' historical performance which was suggested 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. The analysis of the past performance is mentioned to further describe the 2002 performance of the agencies in the text as appropriate.

INVESTMENT PROJECTS

Agency targets and achievements

4. The performance of the implementing agencies during the 2002 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.
5. Decision 26/4 established 13 performance indicators, and the targets for the 2002 evaluation were adopted at the 36th Meeting. Table 1 presents the approved targets and their achievement.

Table 1

2002 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	5,000	5,279	4,582	No	2,836	2,876.5	2,890.3	Yes	8,100	Not Provided	16,138.8	Yes
Funds disbursed	38,080,000	30,327,349	29,320,118	No	22,000,000	28,747,215	28,747,215	Yes	46,200,000	Not Provided	56,531,824	Yes
Project completion reports	100%	86.5%	86.5%	No	100%	300%	300%	Yes	100%	Not Provided	103%	Yes
Distribution among countries	31	18	18	No	26	18	19	No	14	Not Provided	11	No
Timely submission of progress report	On time	May 1, 2003	May 1, 2003	Yes	May 1, 2003	April 30, 2003	April 30, 2003	Yes	May 1, 2003	May 1, 2003	May 1, 2003	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	88	103	106	Yes	35	45	46	Yes	48	Not Provided	46	No
Value of projects approved*	37,918,025	38,917,284	37,661,853	No	30,643,000	30,877,842 (excl. Supp. Costs)	29,769,797	No	56,990,000	63,000,000	62,531,489	Yes
ODP to be phased out	4,304	4,242	3,312.9	No	2,917	3,575	3,525	Yes	13,876	13,422	12,605.9	No
Cost of project preparation	2.7%	2.54%	2.54%	Yes	2.8%	2.97%	3.62%	No	2.54%	0.43%	0.43%	Yes
Cost-effectiveness	\$7.8	\$8.35	\$10.35	No	\$9.38	\$8.64	\$7.62	Yes	\$3.81	\$4.57	\$4.57	No
Speed of first disbursement	13 months	12.8 months	12.8 months	Yes	10 months	9.36 months	9.16 months	Yes	26 months	26 months	26.28 months	Yes
Speed of completion	33 months	32.7 months	32.7 months	Yes	36 months	30.58 months	30.89 months	Yes	39 months	41 months	41.35 months	No
Net emission due to delays	14,136	13,360	13,375	Yes	14,100	5,009	6,579.5	Yes	17,400	24,889	24,889	No
Number of targets achieved				6/13				10/13				7/13

* Including support costs but excluding over-programming.

6. It should be noted that achieving higher amounts represents a better performance than targeted in the case of the indicators 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 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

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

- (a) UNDP fully achieved six of the 13 targets (46 per cent), the remaining seven being only partially achieved;
- (b) UNIDO fully achieved ten of 13 targets (77 per cent), the remaining three being partially achieved (however, as noted below, UNIDO determined that it met 11 of its 13 targets); and
- (c) The World Bank fully achieved seven of 13 targets (54 per cent), the remaining six being partially achieved.

Implementation performance indicators

8. 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:

9. Implementing agencies phased out 23,611 ODP tonnes of ODS consumption in 2002, which substantially exceeds the phase-out target of 15,936 ODP tonnes set in Decision 36/5. The over-achievement mainly was due to the World Bank phasing out 8,039 ODP tonnes above its target. UNIDO was 54 ODP tonnes over while UNDP was 418 ODP tonnes short of its target.

10. It should be noted that of the 7 times that this indicator was measured, the World Bank achieved it 5 times, UNIDO 3 times, and UNDP once.

Disbursement:

11. Implementing agencies disbursed US \$114,599,157 in 2002, exceeding a disbursement target of US \$106.28 million set in Decision 36/5. UNIDO disbursed about US \$6.7 million over its target, UNDP disbursed US \$8.7 million below its target and the World Bank disbursed US \$10.3 million over its target.

12. Of the 7 times this indicator was measured, UNIDO achieved it 5 times, and UNDP and the World Bank achieved it twice, each.

Number of investment projects completed:

13. One of the new indicators added to the 2002 business plans was the number of investment projects completed. Both UNDP and UNIDO completed more projects than targeted. UNDP completed 106 against the 88 projects it planned to complete. UNIDO completed 46 against the 35 projects it planned to complete. The World Bank did not achieve its target, as it completed 46 of the 48 investment projects it planned to complete.

Speed of delivery:

14. The speed of first disbursement and completion are based on cumulative figures, and thus they are not expected to change much from year to year as more projects are implemented. Although UNDP and UNIDO achieved both of their speed of delivery targets, the World Bank achieved the speed of first disbursement target but not that of completion. UNDP has achieved its speed of delivery target every year since the first business plan in 1996 except 1999 when it achieved 94 per cent of its target. UNIDO achieved its speed of delivery target for 1996, 1999, 2001 and 2002. The World Bank achieved speed of delivery target in 1996, 1997, and the speed of first disbursement in 1997, 1998 and 2002.

ODS emissions:

15. 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 44,844 ODP tonnes in emissions that would not have occurred if the projects were completed on time. UNDP and UNIDO reduced the level of emissions due to delays and both achieved their targets although delays resulted in net emissions of 13,375 ODP tonnes from UNDP projects and 6,579.5 ODP tonnes from UNIDO's projects. The World Bank's target was to have net reductions in emission due to the early completion of projects, however, the delay in World Bank projects in 2002 contributed to an additional 24,889 ODP tonnes in emissions of ODS and the Bank did not achieve its target.

16. 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 and 2002. The World Bank achieved the indicator in 1999 and 2001.

Planned approval performance indicators

17. 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:

18. Concerning the target for the value of projects approved from the 2002 business plans, UNDP achieved all but US \$256,172 of its target and UNIDO achieved all but US \$873,203 of its target. The World Bank delivered a 2002 programme valued at US \$5,541,489 above its

target. The value of projects approved target was achieved by UNDP in 4 of 7 business plans, the World Bank in 2 of 7 business plans and UNIDO in 1 of 7 business plans.

ODP to be phased out from approved projects:

19. The assessment of the performance indicator ODP to be phased out from approved projects shows that UNIDO achieved its target. UNDP and the World Bank did not achieve their targets as they were 991 ODP tonnes and 1,270 ODP tonnes below their targets, respectively.

20. UNIDO achieved this indicator in 3 of their 7 business plans including the last two years, and UNDP and the World Bank achieved this indicator in 2 of their business plans, each.

Distribution among countries:

21. The weighted performance indicator Distribution among Countries shows 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. This indicator does not 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 31 countries it planned for 2002; UNIDO had projects in 19 out of the 26 countries planned; and the World Bank had projects in 11 out of the 14 countries planned. This indicator does however reward agencies that achieve their target. UNDP achieved 58 per cent of its target; UNIDO, 73 per cent; and the World Bank, 79 per cent.

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

Cost of project preparation:

23. Cost of project preparation is an indicator that has generally amounted to about 3 per cent of the costs of approved projects. For the 2002 business plans, all agencies had targets below 3 per cent of the costs of approved projects: 2.8 per cent for UNIDO and 2.7 per cent for UNDP and 2.54 per cent for the World Bank. Both UNDP and the World Bank achieved their targets (2.54 per cent and 0.43 per cent, respectively). UNIDO did not achieve its target as its project preparation cost amounted to 3.62 per cent of the value of its approved projects.

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

Cost-effectiveness:

25. UNIDO achieved its cost-effectiveness target (\$7.62/kg against \$9.38/kg). Both UNDP and the World Bank did not achieve their targets.

26. UNDP has achieved this indicator in 4 of the last 6 years. UNIDO and the World Bank achieved this indicator in 3 of the 6 years.

Administrative performance indicators

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

28. All agencies submitted their progress reports on time. UNIDO and the World Bank fully achieved the targeted number of project completion report submissions. UNDP achieved 86 per cent of its target.

Assessment

29. 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 consistency.

30. 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	92%	40	37	100%	40	40	100%	40	40
Funds disbursed	77%	30	23	100%	30	30	100%	30	30
Project completion reports	87%	20	17	100%	20	20	100%	20	20
Distribution among countries	58%	10	6	73%	10	7	79%	10	8
Timely submission of progress report	100%	10	10	100%	10	10	100%	10	10
Assessment		110	93		110	107		110	108

31. UNIDO and the World Bank exceeded four of the five weighted investment project performance targets. The overall assessment is as follows: UNDP (93), UNIDO (107), and the

World Bank (108). On a percentage basis since the total number of points exceeds 100 due to the additional weighted indicator added to the 2002 business plans, UNDP achieved 85 per cent of the total number of points; UNIDO achieved 97 per cent and the World Bank achieved 98 per cent.

32. No agency has ever achieved 100 per cent of the points except UNIDO which achieved 100 per cent in 1998. UNIDO and the World Bank have achieved over 90 per cent in 3 of the last 5 business plans and UNDP achieved over 90 per cent in 2 of the last 5 business plans.

NON-INVESTMENT PROJECTS

33. The Executive Committee has adopted six performance indicators for non-investment projects applicable to all implementing agents, 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

34. At its 26th Meeting, the Executive Committee requested UNEP, in view of its specific mandate, to continue the monitoring of its activities according to a set performance indicators set out 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 2002 BUSINESS PLAN

Item	Targets	Achievement
Number of newsletters	Three	Three issues of the OzonAction Newsletter were published in 2002
Number of joint/regional activities which Network members are involved	2 per region	Network meetings: In total, 14 Network meetings took place in 2002, 3 in Africa (French and English), 5 in Asia Pacific (SA and SEAP), 2 in West Asia and 4 in Latin America & the Caribbean. Other regional activities: (a) Two customs-ozone officers coordination meetings for SEAP. In one meeting China and India participated (b) Iran: (own initiative): Establishing a regional co-operation framework with neighbouring countries (Pakistan, Afghanistan, Uzbekistan, Azerbaijan)
Improvement over previous years in data reporting and enacting the legislation and	80 percent of all Network member	Of the 116 Article 5 countries belonging to the Networks in 2002, 83 (72%) reported their 2001

Item	Targets	Achievement
policies for ODS phase-out in Networking and institutional strengthening countries	countries	data as of 31 Dec 2002. Of these countries: 1) 22 (19%) countries improved their reporting in 2002 compared to 2001 (i.e. reported 2001 data before end of 2002, whereas they had not reported 2000 data before end of 2001). 2) 61 (53%) countries reported data on time both in 2001 and 2002.
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.	Five countries translated or adapted publications developed by UNEP (Egypt, Romania, Tajikistan, Uzbekistan, Vietnam) and 6 countries produced UNEP-inspired materials for Ozone Day 2002 (Egypt, Georgia, Indonesia, Moldova, Mongolia, Romania).
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	Asia Pacific: Sector plans were prepared in China, India, Philippines, Malaysia, Thailand, Sri Lanka based on experiences gained in Networking meetings; Africa: Mauritius decided to take an accelerated phase out.
The extent to which the networks are used by the Agencies and the Secretariat in developing their work or explaining new policies	Qualitative	Asia Pacific: All Network meetings had special sessions where representatives of Multilateral Fund Secretariat and Ozone Secretariat explained important decisions of the Executive Committee and Meeting of the Parties. Special sessions on Decision 35/57 were organized with the cooperation of the Multilateral Fund Secretariat; West Asia: 1) UNIDO used the Network to implement the IS and RMP projects in Oman, 2) UNDP used the Network to develop and implement the recovery and recycling project in Yemen; Africa: Ozone Secretariat attended the Cameroon Network meeting and used the occasion to meet with the Minister.

35. Only three of the six indicators have targets that can be assessed quantitatively. UNEP clearly achieved 1 of these targets as it produced the 3 newsletters it planned. It did not indicate if it held 2 joint/regional activities per region although it indicated that 14 network meetings were held. UNEP did not achieve its indicator that 80 per cent of all network countries experience improvement over previous years in data reporting and enacting legislation.

Agency Targets and Achievements

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

37. 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.

38. 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 four of the seven targets (57 per cent);
- (b) UNIDO fully achieved four of the seven targets (57 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

2002 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	12	11	No	60% of total project approved	66% of total project approved	Yes	11	13	Yes	9	2	No
Funds Disbursed (US\$)	3,544,975	2,167,508	No	73% of approved funding	68% of approved funding	No	867,000	775,244	No	1,450,000	546,533	No
Speed until first disbursement	11 months	11.4 months	Yes	6 months	7.3 months	No	10 months	9.85 months	Yes	19 months	12.05 months	Yes
Speed until project completion	34 months	34.7 months	Yes	26 months	30.4 months	No	24 months	33.84 months	No	35 months	28.85 months	Yes
Timely submission of progress report	On time	May 1, 2003	Yes	Timely submission	May 1, 2003	Yes	May 1, 2003	April 30, 2003	Yes	May 1, 2003	May 1, 2003	Yes
Non-weighted indicators												
Policies initiated from non-investment activities	3	28	Yes	10 countries	11 countries	Yes	At least one country	7 countries	Yes	Specific policies identified for 1 country	1 country	Yes
Reduction in ODP from non-investment activities	160	1	No	44.8	0	No	69.1	0	No	350 ODP tonnes from four ongoing recovery and recycling projects	0	No
Number of Targets Achieved			4/7			3/7			4/7			4/7

N/P – Not provided.

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

40. The 2002 performance of agencies was lower overall for the four agencies although there was some improvement for UNIDO which achieved 57 per cent of its targets as opposed to 50 per cent in 2001 and marked improvements for the World Bank that achieved 57 per cent of its targets as opposed to 33 per cent in 2001. Both UNDP and UNEP achieved lower percentages of their targets in 2002 than they did in 2001, from 67 per cent achieved in 2001 for UNDP to 43 per cent and from 50 per cent to 43 per cent for UNEP.

Assessment

41. 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	Point s
Number of projects completed	92%	40	37	100%	40	40	100%	40	40	22%	40	9
Funds disbursed	61%	30	18	93%	30	28	89%	30	27	38%	30	11
Speed of first disbursement	100%	15	15	82%	15	12	100%	15	15	100%	15	15
Speed of project completion	100%	15	15	86%	15	13	71%	15	11	100%	15	15
Timely submission of progress report	100%	10	10	100%	10	10	100%	10	10	100%	10	10
Overall assessment		110	95		110	103		110	103		110	60

42. UNDP, UNIDO and the World Bank achieved three 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 (95 points or 86 per cent), UNEP (103 points or 94 per cent), UNIDO (103 points or 94 per cent) and the World Bank (60 points or 55 per cent).

SECRETARIAT'S OBSERVATIONS AND RECOMMENDATIONS

Observations

43. At its 36th Meeting, the Executive Committee adopted disbursement and phase-out targets for the year 2002 for the Multilateral Fund (Decision 36/5). The overall performance of the Multilateral Fund was above that targeted for both ODP phased out (7,675 ODP tonnes more was phased out in 2002 than planned) and disbursement (US \$8.3 million more was disbursed in 2002 than planned).

Recommendations

The Sub-Committee on Monitoring, Evaluation, and Finance may wish to recommend to the Executive Committee to note the evaluation of the implementing agencies' performance against their 2002 business plans as contained in UNEP/OzL.Pro/ExCom/40/20.

Annex I

**PERCENTAGE OF TARGET ACHIEVED FOR
WEIGHTED INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1996-2002)**

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

Annex II

**PERCENTAGE OF TARGET ACHIEVED FOR
NON-WEIGHTED INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1996-2002)**

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

Annex III

**PERCENTAGE OF TARGET ACHIEVED FOR
NON-INVESTMENT PROJECT PERFORMANCE BY AGENCY
(1997-2002)**

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