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Country cooperation frameworks and related matters

**Second country cooperation framework for Chad
(2001-2005)**

Contents

	<i>Paragraphs</i>	<i>Page</i>
Introduction	1	2
I. Development situation from a sustainable human development perspective	2-8	2
II. Results and lessons of past cooperation	9-14	4
III. Objectives, programme areas and expected results	15-32	5
A. Use of UNDP regular resources	16-18	6
B. Thematic areas	19-32	6
IV. Management arrangements	33-38	10
Annex		
Resource mobilization target table for Chad (2001-2005)		12



Introduction

1. The second country cooperation framework for Chad, reflecting a consensus between the Government and UNDP on cooperation modalities, covers the period 2001-2005. It coincides with the implementation of the United Nations Development Assistance Framework (UNDAF) and follows the directions laid down in UNDAF, the priorities set by the Government and the recommendations of world conferences. It seeks to build on past experience, including the lessons learnt from the implementation of the first country cooperation framework (CCF), and duly draws on the report on the CCF review. Efforts have been made to ensure a measure of consistency between the substance of this CCF and the strategic results framework. Lastly, this new country cooperation framework has been timed to coincide with the programming cycles of the United Nations organizations belonging to the United Nations Development Group, so that it will be easier to develop the necessary synergy between their programmes.

I. Development situation from a sustainable human development perspective

2. Chad is noteworthy for its large size (1,284,000 square kilometres), its landlocked situation and its three agroclimatic zones which dictate the kinds of economic activity engaged in by the population. More than one third of Chad is covered by a large desert that advances several kilometres yearly, and the country is highly vulnerable to the vagaries of the weather; both factors constitute important environmental challenges. Plant resources are gradually deteriorating, there is overuse of timber resources, bush fires are common practice, deforestation is occurring and soil fertility is declining. The quality of life of future generations will depend on whether these major economic and environmental problems can be addressed in an integrated and consistent manner. Within the last ten years or so, especially since the Sovereign National Conference, the political climate has become relatively conducive to rallying people to face the challenge of a deteriorating environment, favouring grass-roots initiatives and the emergence of civil society organizations.

3. At the end of the 1990s Chad began the transition to democracy, with encouraging results: (a) the institutions provided for in the Constitution have been created; (b) civil society is emerging, particularly dynamic human rights associations and a private press that take an active part in the country's democratic debates; (c) a plurality of opinion is expressed through the activities of the political parties; (d) the decentralization process is under way; and (e) a post of national ombudsman for conflict prevention and management has been established. However, as disclosed by the common country assessment conducted in 2000, democratization remains fragile and in need of support if it is to be strengthened and consolidated.

4. The economic and social policies pursued over the past 40 years, as evaluated in the 1999 national human development report and the common country assessment, have failed to address the country's structural economic problems or meet its social challenges. Production in Chad is heavily dependent on the primary sector, there is scarcely any modern secondary sector, the infrastructure network is very inadequate, and service activities are fragmentary. Rudimentary techniques are

used in agriculture and livestock farming, and productivity is very low. These two subsectors account on average for 37 per cent of gross domestic product (GDP), with the secondary sector accounting for 13 per cent and the tertiary sector for 50 per cent. Generally speaking, the informal sector dominates the economy, representing more than 70 per cent of total added value.

5. In addition to its structural and organizational imbalances, the country's productive sector is handicapped by a largely undeveloped economic infrastructure that has actually deteriorated for lack of replacement and maintenance. Other obstacles to economic development are the exorbitant cost of inputs, including energy, and the rudimentary communications network. The embryonic financial system is ill-suited to financing the economy in general and microenterprise in particular, thus depriving the poorest people of the resources that could enable them to create income-generating activities. As a result employment suffers, while at the same time insufficient attention has been paid to adapting professional training to the evolving job market. On top of this, there is scarcely any private sector to drive economic growth and provide jobs. Hence the country is faced with a situation in which many different types of support will be needed to help increase income, especially for the very poor, and to promote self-employment and paid employment through the development of the private sector and professional training. Chad sorely lacks qualified human resources and managerial capacity. These weaknesses are reflected in the chronic inadequacy of the economic and social data needed for decision-making and monitoring of policy implementation. As far as Chad's recent economic situation is concerned, GDP grew annually by 4 per cent on average between 1995 and 1998, until unfavourable weather conditions, fuel supply problems and declining world cotton prices began to shrink domestic supply and demand. Reflecting the economy's great vulnerability to the impact of outside crises, GDP fell by 0.4 per cent in 1999 and 1 per cent in 2000, thereby further eroding people's already low purchasing power (approximately \$200 per capita per annum).

6. As a result, poverty in Chad has become even more dire. According to the survey of household and informal sector consumption (ECOSIT) carried out in 1995-1996, average income per capita is less than half a dollar a day, with wide disparities between urban and rural areas. The prevalence of nutritional poverty is 44.2 per cent and that of total poverty is 54.0 per cent. According to the most recent estimates, some 60 per cent of the population can be considered to be poor. This percentage correlates with the human poverty index (58.5 per cent) and is confirmed by the country's very low human development index, which the *Human Development Report 2000* put at 0.367, ranking Chad 167th out of 174 countries. As shown by the national human development report and the common country assessment, people have very little access to basic social services because of their low incomes, the inadequate supply of services and inappropriate sociocultural practices. Thus, the gross school enrolment rate was only 67.4 per cent in 1998/1999; 95 per cent of women and 77 per cent of men are illiterate. Immunization coverage is low, with only 11 per cent of children being fully immunized. Only 24 per cent of the population have access to drinking water and 9 per cent to hygiene and sanitation services. The infant mortality rate is 222 per 1,000 live births and the maternal mortality rate is 827 per 100,000 live births; 40 per cent of children under five years of age are chronically malnourished. Deplorable environmental health conditions increase the risks of endemic disease.

7. Economic and social progress may ultimately be wiped out by the devastating impact of the spread of HIV/AIDS. The epidemic has grown by leaps and bounds since the early 1990s, with infection rates ranging from 4 per cent to 10 per cent of the total population according to the common country assessment. According to provisional data from the 2001 study of the socio-economic impact of HIV/AIDS, an average of 7 per cent of adults and 9 per cent of women are infected. Because of the low level of testing, however, these estimates mask the true significance of the problem. UNDP intends to support Chad in mainstreaming the fight against HIV/AIDS in the broader development perspective.

8. The Government has identified the four sectors in which it intends to focus its interventions for effective poverty reduction. Development of a national poverty-reduction strategy (NPRS), which began in April 2000, should make it possible to identify the most relevant intervention goals and to plan strongly synergistic activities. Together with beneficial effects of oil production and Chad's eligibility for the Highly Indebted Poor Countries (HIPC) Initiative, implementation of this national strategy should enable the country to achieve a significant reduction in poverty in the course of time, provided that good governance becomes part of the local culture. Thus the NPRS and good governance are the essential areas for support by UNDP in particular and the United Nations system in general.

II. Results and lessons of past cooperation

9. The independent performance evaluation of the 1997-2000 country cooperation framework showed that one of the most remarkable results of UNDP intervention was the successful organization of the 1998 round-table meeting and the subsequent sectoral meetings. Over and above the actual resources mobilized for Chad's development (\$845 million), the process was successful in that the Chadians began to take ownership of the round-table mechanism and effectively followed up the commitments made by the partners, thanks to the monitoring mechanisms created in the national structures responsible for the exercise. Chad's success in this venture, despite the difficult climate confronting it, is a lesson that could point the way for similar meetings in other countries. The quality of the documents produced and the involvement of the Chadians and of the other donors gave UNDP credibility and better visibility with its partners, inspired confidence on the part of the Government, and enabled UNDP to strengthen its aid coordination role.

10. Another major product of past cooperation has been the formulation of development policies and strategies. With UNDP support, a national health policy, a national housing strategy, a national plan to combat desertification, a strategy for biodiversity and a law on statistics were drawn up. Thanks to these policies and strategies, the Government has been able to begin fruitful discussions with its partners on the major options facing the nation, in particular through sectoral consultations. Additional products now being developed are a water master plan and a framework document on national employment policy. Nevertheless, when the time comes to apply and implement these policies and strategies, the country's weak national capacity creates problems and limitations. Through the advocacy efforts of the local UNDP office in promoting the concept of sustainable human development, a special unit was created that is already playing a decisive role in the ongoing discussions on the NPRS. Advocacy for sustainable human development was also boosted by issuing a national human development report and creating a mechanism

for people to discuss the report and exchange views. Lastly, UNDP support to the United Nations system as a whole in Chad made it possible to conduct a common country assessment and develop the UNDAF, both of which will guide future programming of United Nations support for the country's development efforts.

11. These positive outcomes should not obscure the fact that problems of all kinds were encountered in implementing the country cooperation framework, as revealed by the timely independent evaluation. Analysing these problems is crucial if high-quality lessons are to be learnt for the benefit of future programming. In this context, several points need to be made about the development of projects and programmes, their implementation and the sustainability of their outcomes.

12. In this connection, the evaluation noted that two factors had reduced the effectiveness of the programme approach: the Government's limited ability to steer and coordinate the interventions of several donors in a given national programme, a problem compounded by the fact that some donors were not able to participate in the coordination structures while others were in some respects resistant to coordination as such; and inadequate government involvement at the programme development stage. There was often confusion between the mechanisms for steering the national programme and those governing the interventions of each donor. In future, it will be necessary to simplify the various steering mechanisms and strengthen national capacity for coordination and direction, mainly within the Ministry for Economic Opportunities and Development.

13. With regard to project and programme execution, the national execution modality was hampered by inadequate knowledge of UNDP procedures and by the way in which national directors were appointed — a process that one would hope would be based on professional criteria. As a result of these weaknesses, nationally executed projects performed poorly. Improvements will have to be sought in the next country cooperation framework. Execution by agencies continued to be characterized by extremely slow decision-making due to centralized decision-making processes that are incompatible with successful project and programme performance and results-oriented execution.

14. Capacity-building, a major UNDP thrust during the previous country cooperation framework, also ran into obstacles including (a) weak national training structures, (b) institutional instability and frequent changes in senior-level staff, (c) low pay scales for civil servants, and (d) the absence of national measures and State budget allocations aimed at motivating national counterpart staff. Hence it is crucial for the Government to be made aware of the necessity of assuming the costs of motivating national counterparts if it is to maximize the sustainability of assistance outcomes. The tendency to create parallel units for the ad hoc needs of a given project tends to undermine ministerial capacity and jeopardizes the sustainable strengthening of national capacity. In future the focus will be on working to strengthen existing structures, without creating parallel ones, and seeking ways of integrating these units into permanent structures.

III. Objectives, programme areas and expected results

15. Building on the lessons learnt from the implementation of the first country cooperation framework, from previous UNDP assistance, and from the new vision underlying UNDP operations as enshrined in the Administrator's Business Plans

(2000-2003), the next CCF will endeavour to focus assistance on the strategic elements that can bring about changes conducive to sustainable human development, and to mainstream gender in the approaches and interventions used. Capacity-building both in the governmental system and in non-State entities, including civil society, will be used to help bring about the positive changes needed in the way people think and act. Given the paucity of resources earmarked for CCF implementation, they will be used mainly to catalyse further action, to demonstrate the feasibility of a given approach, and to leverage additional resources for national development. Thus, pride of place in the country cooperation framework will be given to support for the formulation and implementation of appropriate policies.

A. Use of UNDP regular resources

16. Chad placed poverty reduction squarely at the top of its action priorities by committing itself to formulate a national poverty-reduction strategy as part of its three-year programme for 2000-2002, with the support of the Poverty Reduction and Growth Facility. The United Nations system as a whole then took up the issue by choosing poverty reduction as the central theme for UNDAF with the following three pivotal points: governance and promotion of the rule of law; access to basic social services; and development of economic opportunities for the poor. Following these strategic guidelines, UNDP and the Government went on to select governance and poverty reduction as the main thematic areas.

17. The mission that evaluated the first country cooperation framework had recommended two thematic areas for the next CCF, namely economic governance and the private sector. However, it was decided to broaden this approach in view of two important events. First, the country's involvement in formulating a poverty-reduction strategy in the context of the HIPC Initiative led UNDP to choose poverty reduction as an intervention thrust that can readily include support for the private sector. Second, at the official request of the Government, UNDP was asked to help support Chad's budding democratization in the context of the presidential and legislative consultations scheduled for 2001 and 2002. This prompted UNDP to see its intervention in favour of governance as extending to the political arena, rather than being confined to economic governance alone as suggested by the external evaluators.

18. It is planned to allocate 50 per cent of the TRAC for poverty reduction, and 40 per cent for governance. The 10 per cent reserve will cover additional activities that fall outside the above areas and that could help reinforce the impact of UNDP assistance or inter-agency collaboration, for example UNDP participation in joint inter-agency projects.

B. Thematic areas

Poverty reduction

19. UNDP will support not only the development but also the implementation of the national poverty-reduction strategy. To this end, it will work in particular through the national HIV/AIDS programme, through support for self-employment and private initiative aimed at improving socio-economic conditions for the poor, and through measures to reduce environmental vulnerability.

20. The general acceptance of the sustainable human development approach developed by UNDP means that the organization can usefully assist the Government by supporting the conduct of the necessary studies and surveys and by providing advice and guidance, both during the formulation of the NPRS and during implementation, monitoring and evaluation of the strategy. UNDP support at the formulation stage should help ensure that the strategy takes into account all the vulnerability factors which the common country assessment identified and which, if addressed, can help reduce poverty. Over the next few years, a major goal of cooperation will be to operationalize the poverty-reduction strategy through a number of initiatives.

21. Chad is experiencing a dizzying spread of HIV/AIDS which could well compromise its socio-economic development efforts. As far as the epidemiological situation is concerned, the estimated rate of seroprevalence ranges from 4 per cent to 10 per cent depending on the region. Women and young people are the epidemic's main victims. A national AIDS plan drawn up with the involvement of actors from civil society has already been adopted by the Government. As it is multisectoral in nature, its implementation calls for the involvement of all the development actors. UNDP efforts, in harmony with the activities of the Joint United Nations Programme on HIV/AIDS (UNAIDS), will include vigorous advocacy underpinned by a national human development report that will focus on HIV/AIDS. UNDP will also facilitate access to information by networking the various bodies responsible for combating HIV/AIDS; this will include training for their staff. Finally, the organization will help develop a conceptual framework of the pandemic's impact on development in general, and on the education and health sectors in particular, with special attention to women and young people. This assistance is expected to result in an intensified and more effective AIDS programme, reflected in decreasing infection rates, and to bring about an adaptation of sectoral intervention strategies aimed, among other things, at reducing the economic vulnerability of affected persons.

22. With Chad's entry into the oil-producing era, the country and especially its people must be carefully prepared to seize the opportunities that will arise for developing income-generating activities. The resulting self-employment will contribute to the reduction of poverty. UNDP will provide support by strengthening the capacity of the private sector's promotional and umbrella institutions, including the Chamber of Commerce, Industry, Crafts, Mines and Agriculture (CCIAMA). UNDP will offer both institutional support and awareness-raising, guidance and training. At the micro level, the decentralized financing system will be supported in the interest of low-income people, particularly women. Assistance will be provided for drawing up a legal framework for microfinance institutions and formulating a national policy on the subject. Efforts will also be devoted to the training and mentoring of the heads of savings and credit cooperatives (COOPEC) in order to promote self-sufficiency on the part of the network of cooperatives which UNDP helped to set up. The expected result of this assistance is the emergence of a dynamic private sector that generates jobs, enabling households to create the resources to meet their needs. Support for the private sector is consistent with the Government's stated intention of disengaging from production activities, as reflected in its privatization of publicly-owned enterprises. If this disengagement is to succeed, there must be a private sector capable of taking over from the Government. Support for this subsector should result in job creation, so as to cut the jobless rate at least by half by the end of the programming cycle, and in income-generating

activities that are financed by at least 75 per cent of the savings generated by microfinance institutions.

23. Environmental vulnerability aggravates existing poverty. It is important for UNDP, in the spirit of the international conventions that Chad has ratified, to support the development of initiatives and strategies for managing water and energy resources at the community level. The aim is to ensure an integrated and consistent set of initiatives that help reduce poverty while contributing to the sustainable management of natural resources. In this regard, it has been found that many water-supply infrastructures such as boreholes put in place by UNDP and other development partners have suffered from lack of maintenance. The ultimate result of inadequate maintenance is not only a loss of costly investments but failure to satisfy people's needs. UNDP support in this area will be directed at: (a) developing strategies for water resource management through the water master plan now being drawn up, and defining ways of maintaining community-based infrastructure and equipment in rural and other areas, particularly by organizing user groups or associations and by promoting income-generating multipurpose service centres; (b) combating pollution and unsanitary conditions in towns by developing models of urban waste management that work through sanitation committees; and (c) building the capacity of environmental institutions to monitor environmental impacts, including in the oil-producing zone in collaboration with the World Bank and other partners.

24. The expected results of this assistance are a permanent supply of water and energy in the most vulnerable rural areas, without harm to the environment. To this end, a dozen multipurpose service centres will be promoted and a consistent framework for the rational use of natural and energy resources will be developed. A data bank will be assembled of best practices in respect of the sustainable use and exploitation of resources. These activities will have a positive impact on health and nutritional status, without which people cannot be expected to participate fully in local and national development efforts.

Governance

25. Continuing UNDP support for governance is justified by the need to prepare the country to better manage the oil-producing era and also by UNDP's comparative advantage in coordinating aid through the round-table mechanisms and in promoting human rights and the rule of law. In this country cooperation framework, the objective of UNDP assistance will be to help consolidate the rule of law and mobilize resources for poverty reduction. The action to be taken will focus on both economic and political governance. It will be targeted and will give priority to grass-roots support, especially in the political arena, with strong involvement of civil society and special attention to women. In the area of economic governance, the focus will be on strategic direction of the economy and the development process, and on aid coordination.

26. As mentioned above, UNDP intends to provide its support to two aspects of *economic governance*: strengthening capacity for running the economy and managing development, and aid coordination. With regard to the first of these, the initial conclusions from the retrospective evaluation of the support provided by the various partners to the Ministry of Planning documented some limited results, particularly in the production of statistics. However, as the evaluation showed, the

support provided did not result in an integrated system for running the economy and steering the development process. An integrated system of this kind should encompass everything from the formulation of policies and strategies to their monitoring/evaluation on the basis of reliable and regularly produced data.

27. UNDP wishes to take advantage of the opportunities offered by the country's administrative reform and the formulation of a NPRS to help the Government organize such a system. It will thus support the Ministry for Economic Opportunities and Development and the ministries responsible for various aspects of sustainable human development in defining the key functions involved in running the economy. UNDP will also promote the management of these steering functions at both the central and decentralized levels.

28. In addition to defining the functions involved, UNDP intends to support the production of a clear methodological framework for sustainable human development as well as tools for generating and disseminating the relevant statistics, culminating in a coherent information system that includes environmental data and that is in line with Chad's law on statistics. This information system will make it possible to monitor and evaluate the implementation of the NPRS. By the same token it will also help monitor progress in reducing gender-related and interregional disparities, track the remaining gaps, and serve as a warning system in these matters.

29. Thus, the expected results of UNDP support will be: (a) a functional, coherent system for running the economy and managing the development process strategically; (b) a reliable database for promotion of sustainable human development and monitoring/evaluation of the NPRS; (c) enhanced national capacity for running the economy and managing development; and (d) mainstreaming of the gender approach and geographic considerations in national policies.

30. In respect of aid coordination, there is no question but that UNDP has, through the round-table process, acquired credibility with the Government and with other partners in the area of aid coordination. Nevertheless, there are still weaknesses to be seen in terms of national ownership of the process, aid management and evaluation of the impact of aid. In this CCF, the principal objective of UNDP will therefore be to strengthen the Government's capacity to carry out the round-table exercise, including the planning of activities and preparation of documentation for the partners as well as the monitoring and evaluation of results. UNDP intends to support the Government in organizing a round-table meeting on the NPRS during 2001 as well as two or more sectoral or thematic follow-up consultations within the 2005 planning horizon; if the necessary consensus is reached, one consultation could be on employment and the other might deal with water. UNDP, in consultation with the OECD Development Assistance Committee, intends to help the Government establish an efficient mechanism for managing aid and evaluating its impact. The expected results are: (a) a functional mechanism for managing aid and evaluating its impact; (b) a round-table meeting on the NPRS to be held late in 2001; and (c) two sectoral consultations within the 2005 planning horizon.

31. UNDP assistance will cover two areas of *political governance*: promotion of transparency and democracy, and promotion of human rights. As stated above, UNDP has agreed to the Government's request for support in organizing electoral consultations and will help consolidate the country's budding democratization. UNDP support will target the national structures in charge of organizing elections, providing them with the technical support needed to plan operations effectively and

manage the process transparently. This assistance is expected to result in an electoral database enabling elections to be organized with transparency as well as a stronger national capacity to plan and manage the various stages of the electoral process transparently and effectively. UNDP assistance is also expected to help put anti-corruption instruments and mechanisms in place.

32. UNDP assistance in the promotion of human rights will complement that of other partners, in particular the Office of the High Commissioner for Human Rights, and will focus mainly on awareness-raising, information, education and training activities for the general population, for specialized services (police force, civil servants, parliamentarians, parliamentary support staff and prison system employees), and for non-governmental associations involved in the defence of human rights. In the context of freedom of expression and other fundamental freedoms, UNDP will also work to bring about a responsible private press by providing support for training in this sector. This assistance is expected to enhance the rule of law, make people more aware of their rights, inculcate greater respect for human rights among civil servants and members of the police force, and develop tools for promoting and disseminating information about human rights.

IV. Management arrangements

33. *Resource mobilization.* As described above, in the course of the country cooperation framework that is now drawing to an end, the local UNDP office successfully supported the Government in organizing a round-table meeting for the purpose of mobilizing the resources that the country needs to finance its development. The subsequent sectoral meetings, which were organized under the sponsorship of lead donors, provided a forum for extremely useful discussions about the relevance of the Government's sectoral strategies and for mobilizing the partners around those sectors.

34. The round-table mechanism thus proves to be a highly relevant approach to resource mobilization that will continue to be used for the next CCF. It is planned to organize a round-table meeting on financing the national poverty-reduction strategy; the NPRS itself is already scheduled to be drawn up as part of the next country cooperation framework. The local UNDP office will also collaborate closely with the country's development partners in project and programme development so as to create the necessary synergy and ensure genuine partnership in financing as well as implementing activities in the thematic areas. Lastly, every effort will be made to take advantage of the financing available from the funds managed by UNDP such as UNCDF, GEF, UNIFEM, UNSO, Capacity 21 and the Africa 2000 Network.

35. *Execution and implementation.* The review of the current CCF uncovered some inadequacies in the implementation of the programme approach. In particular, despite extensive use of the programme approach by the UNDP office, its effectiveness was reduced by a number of weaknesses in Government coordination. Improvements will continue to be sought during the next framework period, in particular by trying to simplify mechanisms for steering and running the programmes and by strengthening national capacity for coordination and management.

36. During the first CCF, considerable use was made of national execution, which was seen as a way of promoting national ownership of the projects and programmes.

Taking this need into account, execution by the specialized agencies of the United Nations system was sometimes used as a temporary measure while national counterparts were being prepared to take over. Nevertheless, some difficulties remain and will need to be resolved in the next CCF. These concern, in particular, the need to exercise care when selecting host structures and deciding on the profile for national project managers. Remedial action will be taken on both fronts. The UNDP office will still have a major role to play in national execution, given the relative weakness of national structures and the incomplete grasp of concepts. During the next cooperation framework, it is suggested that a focal point mechanism for national execution should be created in the Ministry of Coordination. The individuals assigned to the focal point would receive the necessary training and information; they would then be in a position to serve as mentors and reference points for anyone, or any national body, that is to be involved in national execution.

37. A special effort will be made to ensure the rational use of low-cost expertise, in particular from the United Nations Volunteers programme. In this regard, national volunteers will continue to be used to catalyse community development and/or support decentralized management. Use will also be made of the transfer of knowledge through expatriate nationals (TOKTEN), whereby expatriate nationals made their expertise available to Chad during the previous cooperation programme.

38. *Monitoring and evaluation.* Annual reviews will be conducted of the implementation of the proposed country cooperation framework, on the basis of agreed terms between UNDP and the Government. The objective of the reviews is to monitor the programme over time so as to propose any corrective measures required by changes in the national context. An in-depth review, with the participation of nationals from the public services and of Chad's partners, will be conducted during the last year of the programme in order to draw conclusions about the programme's performance, learn lessons and lay the foundation for the next programme.

Annex

Resource mobilization target table for Chad (2001-2005)

Source	Amount (In thousands of United States dollars)	Comments
UNDP regular resources		
Estimated carry-over	4 026	
TRAC 1.1.1	10 185	Assigned immediately to country
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
TRAC 1.1.3	232	
SPPD/STS	629	
Subtotal	15 072^a	
UNDP other resources		
Government cost-sharing	437	
UNDP-administered funds, trust funds and other funds		
	of which:	
GEF	18 500	
UNCDF	3 300	
UNFIP	897	
RAF	500	
Africa 2000 Network	150	
Subtotal	23 784	
Grand total	38 856^a	

^a Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.
Abbreviations: GEF = Global Environment Facility; RAF = regional projects/programmes for Africa;
 SPPD = support for policy and programme development; STS = support for technical services;
 TRAC = target for resource assignment from the core; UNCDF = United Nations Capital Development Fund;
 UNFIP = United Nations Fund for International Partnerships.