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S U P P O R T

PROGRAMME IMPLEMENTATION
ANNUAL REPORT
OF THE ADMINISTRATOR
FOR 1981
SPECIAL FUNDS AND ACTIVITIES

C. Special Funds and Activities

1. During 1981, UNDP and its Administrator continued to oversee the operations of a number of special funds and activities. In addition, the Programme assisted in seven emergency rehabilitation and reconstruction activities. A brief summary of these activities in 1981 is provided in this section of the report of the Administrator for 1981.

United Nations Capital Development Fund (UNCDF)

2. A sharp increase was achieved in UNCDF operations in 1981, with total disbursements for the year nearing \$50 million compared with disbursements in 1980. New commitments approved in 1981 totalled \$71 million. Of the 35 new projects approved in 1981, 19 became operational in the course of the year, bringing the total number to 164 operational projects in 39 countries. Angola, Djibouti and Tonga, countries which the General Assembly has designated to be considered "as if" least developed for assistance purposes, also joined the list of countries benefitting from UNCDF assistance in 1981.

3. The substantial surge in UNCDF's activities can be attributed in large part to Governing Council decision 81/2 authorizing the Fund to continue operating its programme activities under a partial funding system. Other important factors enabling the Fund to increase its disbursement level in 1981 include the signing of a Basic Agreement with recipient Governments, development of a new project agreement format and the introduction of programme support activities, as well as the development of a programme/project evaluation system, designed to improve project formulation and implementation.

4. The Fund's resources come primarily from voluntary contributions pledged by Governments at the annual Pledging Conference convened by the Secretary-General of the United Nations. Since 1975, the Fund's resources have continued to register steady growth reaching a cumulative total of \$171.9 million at the end of 1981. At the Pledging Conference held in November 1981, 31 countries pledged voluntary contributions to UNCDF for 1982 totalling \$24.8 million, while several major donor countries indicated that they would announce their 1982 contributions to the Fund during the year. Total cumulative commitments under the Fund as of the end of 1981 reached \$220.1 million for 188 projects (including 24 completed projects) in 42 countries, while cumulative disbursements totalled \$102 million.

5. During 1981, the Fund has endeavoured to make an increasingly effective contribution to the development efforts of recipient Governments with a view to assist them: first, in meeting the basic needs of their population by strengthening the social infrastructure in such fields as food, health care, safe drinking water and sanitation, low-income housing and education; and second, in diversifying their economies and widening their income base by developing the productive sectors, especially agriculture and small-scale industry, and strengthening their economic infrastructure in such fields as feeder roads, water resources development,

irrigation schemes and crop storage. Emphasis has also been placed on activities aimed at stimulating local initiative whereby small-scale entrepreneurs and production co-operatives are provided access to credit facilities through revolving fund and guarantee schemes.

6. In increasing the scope and momentum of its programme activities, the Fund has been concerned not only with achieving purely quantitative targets but has also striven to ensure that the Fund's assistance is effectively rendered in support of national priorities within the over-all economic and social development programmes of beneficiary countries. In this respect, particular emphasis was given by the Fund throughout 1981 to co-ordinate UNCDF activities with those financed by UNDP and other multilateral and bilateral agencies so as to ensure that (i) pre-investment activities are followed up by actual project implementation; (ii) all of the key inputs needed for effective implementation of priority projects, namely capital assistance, technical assistance, and in certain cases, financing of operating costs, are made available in a co-ordinated and timely fashion.

7. In this connection, particular emphasis was given by the Fund throughout 1981 towards ensuring the fullest possible co-ordination and complementarity between its capital inputs for development projects and UNDP technical co-operation programmes. It is important to note that the UNDP Resident Representatives, who are also UNCDF representatives in the field, are closely associated with the work of UNCDF planning and programming missions as well as with the subsequent stages of project formulation and appraisal. Every effort is made at the outset to determine the scope and nature of technical assistance that may be required in support of capital assistance projects under consideration by the Fund and to ascertain whether the financing of such assistance can be made available through the UNDP country programme and/or other sources. Conversely, the Fund has endeavoured to ensure follow-up capital financing of investment-oriented activities identified or initiated by UNDP-assisted projects.

8. In 1981, there were 82 UNCDF-financed projects receiving technical assistance financed by UNDP through the resources of indicative planning figures, the Special Measures Fund for Least Developed Countries and the United Nations Sudano-Sahelian Office. In addition, there were 30 UNCDF-financed projects providing follow-up capital assistance as a result of pre-investment activities financed by UNDP. At the field operations level, the UNDP Office for Projects Execution assisted a number of Governments in the implementation of 40 UNCDF-financed projects, while the United Nations Volunteer programme provided 24 volunteers in support of UNCDF-financed activities.

9. Other United Nations system agencies co-operating with UNCDF in 1981 included UNCTAD, WHO, UNICEF, WFP, the World Bank, FAO and UNIDO. This co-operation may take the form of (a) serving as co-operating agency for a UNCDF-financed project and/or for the supporting technical assistance project; and (b) financing and implementing the supporting technical assistance project.

10. At the end of 1981, 13 UNCDF-assisted projects were benefitting from joint financing provided by bilateral agencies including those of France, the Federal

Republic of Germany, the Netherlands, Japan, Sweden, the United Kingdom, the United States and by other multilateral financing institutions such as the World Bank, the African Development Bank, the European Development Fund and the Arab Gulf Programme for United Nations Development Organizations.

11. While recognizing that the present level of the Fund's resources can enable it to play a crucial role by providing the seed capital often lacking for small-scale development projects that can help pave the way for large-scale investments, the Fund's resources still fall far short of the requirements for concessional capital assistance of the countries benefitting from UNCDF assistance.

United Nations Volunteers (UNV)

12. By the middle of its tenth anniversary year, UNV reached for the first time the level of 1,000 volunteers serving in the field. This achievement in mid-1981 was particularly noteworthy, since in 1978 the General Assembly had established 1,000 volunteers as the target to be achieved not later than the end of 1983. During the remainder of 1981, the programme stabilized near the level of 1,000 volunteers.

13. Most of the trends evident in the performance of UNV over the past few years continued to characterize the programme during 1981:

- The number of countries receiving assistance from the programme increased from 87 in December 1980 to 91 by the end of 1981;
- At the end of 1981, 460 volunteers were serving in 31 least developed countries, underscoring the special relevance of UNV to the particular needs of this group of countries;
- The programme assigned an average of 39 volunteers per month through the year, for an annual total of 470 volunteers. In the same twelve-month period, 358 volunteers completed their assignments;
- The number of applications received for UNV assignments reached a new high of more than 3,300 in 1981. Of this total, 1,428 applicants were found to be suitably qualified for inclusion in the UNV roster of candidates, which included more than 2,000 names at the end of the year; and
- In spite of continuing efforts to maintain a balance between recruitment from industrialized countries and from developing countries, the relative participation of industrialized country nationals in the programme continued to decline. By December 1981, only 215 or 22 per cent of the serving volunteers were from 22 industrialized countries, whereas 760 or 78 per cent were nationals of 57 developing countries.

14. UNV's tenth anniversary provided a special opportunity for the programme to review and take stock of the results achieved and to consider ways and means of improving operational effectiveness. In order to obtain additional guidance from

the direct beneficiaries of the programme, as well as other parties involved, a high-level symposium on the role and potential of volunteerism in international development co-operation will be sponsored by UNV, in co-operation with UNDP, to be held in Sana'a, Yemen Arab Republic, in March 1982. This symposium is designed to review in depth the role of volunteerism as a tool of development and, in the light of experience, to help chart its future orientation.

15. Qualitatively, over the past decade, the programme has achieved a sustained high standard of technical delivery, reflected in the rising demand for the services of United Nations volunteers, as well as in the expansion in 1976 of the programme's mandate by the General Assembly, which designated UNV as a major operational unit of the United Nations for carrying out youth programmes and requested that the programme expand its activities in the field of Domestic Development Services (DDS). Other indicators of the programme's success in helping developing countries meet the need for middle-level expertise include the provision, in accord with UNV's original mandate, of volunteers to work directly in Government ministries and institutions. Also, the Substantive New Programme of Action adopted by the United Nations Conference on Least Developed Countries in 1981 states that full consideration be given to the use of middle-level experts "such as United Nations and national volunteers, and volunteers from non-governmental organizations". Similarly, the Zimbabwe Conference on Reconstruction and Development (ZIMCORD) held in Harare in April 1981, in which UNV also participated, identified considerable requirements for middle-level/operational expertise. Subsequently, at the request of the Government of Zimbabwe, several UNV posts were established in that country, with recruitment of candidates starting in the second half of 1981. Additionally, towards the end of 1981 a meeting for the "Evaluation and Programming of UNDP Assistance to the National Liberation Movements recognized by the Organization of African Unity" identified significant scope for increased UNV involvement within the context of UNDP's assistance to National Liberation Movements (NLMs) during the third cycle.

16. Several new countries initiated co-operation with UNV in 1981, while UNV co-operation with UNHCR was also further strengthened and expanded. In South-East Asia, an average of more than 50 United Nations volunteers were assigned in support of refugee relief activities, while 18 volunteers were assigned to Somalia to help alleviate the pressing refugee problems there.

17. UNV activities in the fields of youth and domestic development services continued with increasing momentum in 1981. Besides on-going activities in Asia and the Pacific and in Latin America and the Caribbean, a regional project proposal was prepared for UNV co-operation with DDS and youth organizations in Africa, and was presented at the Regional Programming Meeting for Africa held in Addis Ababa, Ethiopia, in April 1981 under the joint auspices of the Economic Commission for Africa and UNDP. Funds were subsequently earmarked from the regional IPF for Africa to finance such a project, and preparatory activities will be launched in 1982.

18. In spite of the partial phasing-out of the Special Voluntary Fund's financing of in-country costs, the financial position of the UNV programme has recently

deteriorated, since the level of annual contributions to the Fund has remained static while the programme has grown rapidly. The situation has also been aggravated by the phased decline of UNDP's allocation to the Fund from \$1 million in 1978 to \$250,000 in 1981 (and ultimately to be phased out). Total contributions to the Fund for 1981, excluding the UNDP allocation, amounted to \$1,232,759. It must be underlined that one of the most important purposes of the Fund is to meet the external costs of volunteers recruited from developing countries for whom no co-sponsorship financing is available.

United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE)

19. The seventh year of its operations was decisive for UNRFNRE, which finances and executes high-risk natural resources exploration programmes in the developing countries. In accord with the original legislation establishing the Revolving Fund, a Working Group of Government Experts was convened to review its operations. Besides recognizing the wide acceptance which the Fund had gained, the Group proposed a set of recommendations which were subsequently approved by the Governing Council and ECOSOC. These included the establishment of a fixed ceiling for replenishment contributions, a repayment formula for feasibility studies, and a reduction in the rate of replenishment contributions for the least developed countries. All of these measures have placed the Fund in a position to strengthen its contribution to the development process.

20. As requested by the Governing Council in 1981, the Fund also pursued its study of possible entry into geothermal energy exploration, which was recommended by the Working Group and has generated considerable interest among developing countries. Based on fact-finding missions to some 20 such countries, with the co-operation of staff from the Natural Resources and Energy Division of UNDTCD and additional communication with a large number of other countries, the Fund identified various requirements for assistance which could be undertaken as pre-feasibility and exploration drilling projects, should its mandate in this regard be activated. A more practical system of collaboration was also established between the Fund and the Natural Resources and Energy Division of UNDTCD, with the objective of utilizing more effectively the combined technical staff resources of both organs, while the Fund also maintained close co-operation with the World Bank.

21. The main immediate operational constraint faced by the Fund is the short-fall of financial resources for the approval of new projects. While cumulative resources to date total \$37.5 million, funding availability for additional programming, starting in 1982, is only approximately \$6.2 million, allowing the approval of only three new projects. The Fund's annual target is the approval of six new solid mineral projects to which could be added a project in the field of geothermal exploration, if such activity is approved by the Council and if the required funding is available. Approximately \$2.2 million in voluntary contributions was pledged to the Fund during the year. Estimated pledges of at least \$10 million annually will be required for the foreseeable future if the Fund is to achieve the target level of approvals for its solid minerals programme.

22. The Fund, meanwhile, recorded a year of solid progress in field operations while also focusing on the continued development of new project requests. Field operations progressed in nine countries -- Argentina, Cyprus, Guyana, Kenya, Liberia, Philippines, Sudan, Suriname and Upper Volta. Further exploration, with the approval of additional financing, was at an advanced stage in Argentina and Cyprus where promising mineral potentials are being further investigated and where both the recipient Governments and mining groups have expressed interest in possible investment follow-up. By the end of the year, mineral targets were identified for drilling in early 1982 in Guyana and Kenya. New project agreements were approved by the Governments of Benin, Congo and Mali, to be implemented in 1982. A minimum work programme was also approved for a project in Yugoslavia. For a previously completed project in Ecuador, the Government continued to seek investment follow-up. Evaluation of potential projects took place in China, Haiti, Morocco, Peru, Philippines and Tanzania, while newly requested projects, in which assessments were under way, were submitted by the Governments of Ecuador, Egypt and the Yemen Arab Republic. During the year, other missions to identify possible projects were undertaken to Burundi, Colombia, Costa Rica, Fiji, Ivory Coast, Nicaragua, Oman, Portugal, Solomon Islands, Thailand and Vanuatu.

United Nations Sudano-Sahelian Office (UNSO)

23. In 1981, UNSO also substantially increased its activities under the two mandates conferred upon it by the General Assembly: to assist the eight drought-stricken Sahelian countries -- members of the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) -- in carrying out their medium and long-term recovery and rehabilitation programmes; and to help the countries of the Sudano-Sahelian and adjacent regions, on behalf of UNEP, in the implementation of the Plan of Action to Combat Desertification, under a joint UNDP/UNEP venture.

24. Under its drought-related mandate, UNSO continued in 1981 to assist the eight Member States of CILSS: Cape Verde, Chad, Gambia, Mali, Mauritania, Niger, Senegal and Upper Volta. The number of UNSO-supported projects under this mandate increased from 52 (21 regional and 31 country) in 1975 to 119 (28 regional and 91 country) by the end of 1981, with a total financing requirement of \$701 million. Of this, \$448.5 million had become available by the end of the year from various sources, including the United Nations Trust Fund for Sudano-Sahelian Activities, which is managed by UNSO. The projects aim at mitigating the effects of future droughts, the achievement of self-sufficiency in food staples and the acceleration of socio-economic development. Projects include such food-related schemes as food storage facilities; the planting and multiplication of improved seeds; workshops for producing agricultural tools and implements; and the construction and equipping of national and regional infrastructures in the area of feeder road transport systems, telecommunications and agro-meteorological and hydrological services. By the end of 1981, approximately 1,100 kilometres of feeder roads had been constructed and were in use in the Gambia, Mali, Niger, Senegal and Upper Volta. The feeder road programme has been essential in bringing food supplies to the rural areas of the Sahel, which would otherwise be inaccessible, and in stimulating and reinforcing the socio-economic development process.

25. In 1981 the General Assembly also added Benin to the list of countries eligible for assistance from UNSO in combating desertification, bringing the number of countries covered by UNSO's desertification control mandate to 19. In addition to Benin and the Member States of CILSS, the countries are: Djibouti, Ethiopia, Guinea, Guinea-Bissau, Kenya, Nigeria, Somalia, Sudan, Uganda and the United Republic of Cameroon. The 19 countries assisted by UNSO have a population of 212 million and an area of 12.3 million square kilometres, of which close to 80 per cent are arid or semi-arid compared with 30 per cent for the world as a whole.
26. During the year UNSO sent four desertification control planning and programming missions, which included representatives of agencies of the United Nations system, to Benin, Guinea, Guinea-Bissau and Uganda. Thus, of the 19 countries covered by UNSO's desertification control mandate, 19 have now been visited by such missions. These last four missions identified and formulated 43 priority projects with the Governments, bringing the total number of anti-desertification projects jointly identified to 231, with an investment requirement of \$693 million. Of this amount, over \$350 million have been committed from bilateral and multilateral sources, including the United Nations Trust Fund for Sudano-Sahelian Activities.
27. Approximately \$343 million in external resources are still required for implementing these desertification control projects. These requirements are the subject of UNSO's continuous resource mobilization activities. As part of its efforts to intensify the mobilization of resources in the face of general worldwide economic stringencies in 1981, UNSO fielded joint missions with representatives of donor Governments for the identification and formulation of anti-desertification projects. UNSO's operations in 1981 continued to include the application of the seed money concept, i.e., the use of available funds to undertake feasibility studies, planning and programming missions, pilot projects, cost-sharing arrangements and other activities serving to attract additional contributions. An allocation of \$7.8 million from Trust Fund resources was used in 1981 to fund 35 new anti-desertification activities, in whole or in part.
28. Among the projects under execution in 1981 was one for the replanting and regeneration of Acacia senegal in the Sudan. The tree produces gum arabic, which has extensive industrial, pharmaceutical and confectionary uses, as well as serving the basic purpose of arresting the process of desertification. The re-stocking of the gum belt will thus serve the multiple purpose of providing supplementary incomes to the farmers and a valuable source of foreign exchange to the country, as well as stabilizing the soil and producing fodder. A preliminary evaluation in 1981 indicated that project operations were on schedule and the initial growth of the gum trees was promising. Another project showing promising results in 1981 was the preparation of an energy master plan in the Gambia, with emphasis on the ecologically sound development of fuelwood and other renewable sources of energy, to prevent the indiscriminate cutting of trees and shrubs which is a cause of desertification. In Mauritania, a special seminar prepared, with the full involvement of Government officers concerned, a national strategy for combating desertification. As part of this strategy, the first phase of an applied research project on sand dunes was completed. The project involves the classification and analysis of sand dunes, the different factors causing their formulation and the means for their stabilization.

The project is especially important in view of the threat that sand dunes pose to human settlements, agricultural lands, oases, roads and rivers in the country.

Financing System for Science and Technology for Development (UNFSSTD)

28. In resolution 36/183, the General Assembly decided that the UNFSSTD should come into operation from 1 January 1982, and that without prejudice to the final arrangements for the Financing System, originally created in General Assembly resolution 34/218, the general operational provisions of the Interim Fund, including its resources, organization and management, as well as the procedures set forth in the Annex to General Assembly resolution 34/218, would apply and be transferred to the Financing System during the transitional period of 1982. By the same decision, the Interim Fund was terminated as of 31 December 1981 in accordance with resolution 34/218, and the Financing System became effective as of 1 January 1982.

29. The Financing System, as in the case of the Interim Fund, continues to rely on the field networks of the UNDP for its project operations, as well as on the Regional Bureaux. In addition the Financing System utilizes many services provided by the UNDP at Headquarters, and new arrangements have been formulated to reimburse the UNDP for such services. Active co-ordination is also maintained with the Office of the Director General for International Economic Co-operation and Development and with the Centre for Science and Technology for Development. The System regularly seeks the views of the agencies, in connection with project appraisal and execution and in other related substantive programme areas.

30. Within its roughly 16 months of operation, and despite financial constraints, the Interim Fund for Science and Technology for Development, administered by the Administrator of UNDP, received and reviewed over 900 proposals and project concepts. Of these it was able to recommend 65 projects costing over \$35 million for approval by the Administrator, 40 per cent of which are Government executed.

31. Although all resources pledged to the Financing System are now fully committed, the System continues to undertake a systematic appraisal process for additional projects. For example, 22 projects valued at \$16 million have been fully appraised and are ready for approval as soon as additional funds become available. A further 30 projects with a value of about \$22 million are also being appraised.

United Nations Trust Fund for Colonial Countries and Peoples

32. During 1981, financing of assistance under this Fund to national liberation movements recognized by the Organization of African Unity was held in abeyance, pending implementation of Governing Council decision 81/12 regarding the future participation of representatives of national liberation movements at meetings convened by UNDP or its Governing Council and related activities.

33. The status of the Fund to date is as follows: trust contributions total \$4,517,811 against Programme budget commitments of \$3,479,880 leaving an unencumbered balance of \$1,037,931.

Energy Account

34. At its twenty-seventh session in 1980, the Governing Council authorized the Administrator on an interim basis to seek and accept contributions in cash or in kind to undertake specific programmes and projects designed to meet urgent needs for assistance to developing countries in the energy sector. A number of Governments have responded positively to the request of the Administrator to strengthen UNDP's financial resource base to assist energy projects. Contributions received amount to \$3.88 million, with the OPEC Fund for International Development agreeing to contribute 10 per cent of the funds received up to an amount of \$6 million.

35. With available funds the Administrator has been able to initiate some 11 activities, including the 60-country energy assessment survey being implemented by the World Bank in collaboration with UNDP. The reports of these assessment missions are expected to be of great assistance to developing countries establishing priorities and future financing for the development of their energy resources. Missions have been completed in 11 countries and for 1982 missions are planned for 15 other countries. UNDTCD has co-operated closely with the World Bank and UNDP and has participated with experts in some of the mission teams in order to maximize the scarce human and financial resources available to developing countries through the United Nations system.

36. With a modest contribution from the Energy Account, the UNITAR/UNDP Information Centre for Heavy Crude and Tar Sands also became operational in late 1981. This Centre is unique as its support comes both from membership dues contributed by Governments and from national and international petroleum companies which have programmes for the development of heavy crude and tar sands.

37. Within UNDP itself, an Energy Policy Group has been established under the chairmanship of the Deputy Administrator to co-ordinate the over-all policy activities of the UNDP and its various associated funds and programmes in the field. In addition, a project review committee examines all energy projects with a view to co-ordinating activities between countries and to ensure that there is no overlap as well as a cross-fertilization of the results of projects between regions.

United Nations Special Fund for Land-locked Developing Countries

38. Contributions pledged to the Special Fund for Land-locked Developing Countries have remained at a level insufficient to permit anything but the most modest assistance to the special needs of the land-locked developing countries. Total contributions pledged during the five years of the Fund's existence amount to about \$1 million, of which slightly more than 50 per cent was pledged by a single donor. In 1981 actual cash contributions received totalled \$39,500.

39. No new projects were financed from the Special Fund in 1981, the only allocations being additions to small-scale projects already approved. Total allocations since the Fund became operational amount to \$681,000 covering 12 projects.

40. At the end of 1981 some \$400,000 were unencumbered. Of this amount \$350,000 have been allotted to the three regions containing land-locked developing countries and negotiations were under way for the commitment of these funds.

UNDP Trust Fund for Projects Financed by the Voluntary Fund for the United Nations Decade for Women

41. In June 1980, a memorandum of understanding between the Secretary-General of the United Nations and the Administrator of UNDP established a supplementary trust fund entitled "UNDP Trust Fund for Projects financed by the Voluntary Fund for the United Nations Decade for Women" and delegated the responsibility for its administration and management to the Administrator of UNDP. Allocations and financial statements under this Fund are set forth in DP/1982/6/Add.3, page 21.

Technical Co-operation among Developing Countries (TCDC)

42. During 1981, UNDP continued implementation of the decisions of the first session of the High-Level Committee on the Review of TCDC, held in Geneva in June 1980, and provided Secretariat support for the second session of the intergovernmental body in New York in June 1981. Important steps forward were made, with the approval of the High-Level Committee and the Governing Council of UNDP, to allow for flexible use of country IPFs for the promotion and operation of TCDC projects. The two intergovernmental bodies also endorsed the basic guidelines defining more concretely those TCDC projects which could receive catalytic support from UNDP.

43. Completion and production of a Trainers Guide by the Special Unit on TCDC was another achievement in 1981. Orientation and training seminars will be convened during 1982-1983, in co-operation with developing countries and the Regional Economic Commissions, for those Government officials responsible for TCDC focal points at the country level in all regions. UNDP began in 1981 a review of intercountry projects financed from regional IPFs, with a view to determining the extent of TCDC involvement and opportunities through regional IPFs to promote and support TCDC. Preparations for the expansion of the INRES data-base continued, with questionnaires to be dispatched to the developing countries early in 1982. In addition, preparations for the Conference of Governmental Experts on Technical Co-operation among African Countries on Human Resources Development and Utilization, scheduled for August 1982 in Libreville, Gabon, was in progress.

Office for Projects Execution (OPE)

44. Established in March 1974, OPE's primary objective remains unchanged: to offer, in unique cases, an effective alternative to traditional project implementation, in particular for projects of an administrative or multi-disciplinary character. OPE also provides UNDP with a yardstick for measuring project performance, in terms of response time, quality of services or cost and a tool to explore, where applicable, ways to improve over-all UNDP performance.

45. OPE generally sub-contracts its projects to competent private consulting firms or public institutions. Highly experienced project personnel can be quickly mobilized on a worldwide basis for virtually any type of technical assistance. Because of its small size OPE is able to respond quickly to any given request. While most OPE project management officers have technical or economic backgrounds, OPE often retains qualified specialists to assist in project monitoring and quality control. Constant exposure to state of the art technical disciplines permits continuing professional growth of the staff involved.

46. Experience shows that the success of an action-oriented operation such as OPE's is based on several factors:

- A businesslike, practical approach to project management;
- A closely knit working team, with a high degree of delegated responsibility, as well as corresponding authority, in project matters;
- A high degree of flexibility in establishing methodology;
- Delegation to the working team of direct contacts with other UNDP units, Governments, firms and missions; and
- A realistic sense of what can and cannot be done within project parameters.

47. The share of total UNDP main programme expenditures entrusted to OPE during 1981 was approximately 7 per cent, and it is not anticipated this percentage will increase. OPE also performs a substantial amount of work for non-IPF activities:

- It has supported the construction of more than 1,300 kms. of rural roads on behalf of UNSO over the last three years;
- It co-operates with UNCDF in the execution of supporting technical assistance financed by UNDP and in the procurement of equipment;
- It executes projects on behalf of the World Bank and UNFDAC; and
- It has assumed in selected cases the responsibility for loan administration at the request and on behalf of IFAD.

48. A particularly useful aspect of OPE's work is that its methodology is also being applied successfully to the development of TCDC. OPE has developed extensive contacts with private and public organizations in developing countries and has been able to increase significantly the participation of developing countries in the development effort for which OPE has direct implementation responsibility.

Inter-Agency Procurement Services Unit (IAPSU)

49. With the preparation and publication by IAPSU of the "General Business Guide for Potential Suppliers of Goods and Services to the United Nations Organizations" in 1981, another step was taken towards achieving a wider geographical distribution of procurement. Over 13,000 copies of the Guide have been distributed to Government and trade representatives as well as business communities in both developed and developing countries. A "Company Profile Form" was also developed which serves to readily identify potential suppliers of goods and services as well as promoting wider geographical distribution of procurement sources. Several hundred new suppliers were identified by IAPSU in company profiles and their forms circulated to all agencies.

50. During 1981, IAPSU also completed a motor vehicle standardization exercise and disseminated motor vehicle binders to all agencies and UNDP Resident Representative. The binders contain listings of recommended makes and models from 19 manufacturers in 13 countries, together with listings of preferred motor vehicles for each developing country. In addition to motor vehicles, IAPSU is proceeding to establish listings of recommended makes and models of office equipment for Headquarters and the field.

51. Recognizing that physical proximity to major executing agencies and European donors is required to facilitate further progress in fulfilling IAPSU's increasing work programmes, the Administrator decided to transfer the Unit to Geneva, effective 1 January 1982.

Emergency Activities in 1981

52. During the year UNDP lent emergency assistance to seven developing countries in need, as listed below.

(a) Algeria. In response to the devastating earthquake disaster of Al-Asnam in October 1980, the Administrator authorized funding for emergency assistance from the Programme Reserve. In the course of 1981, two projects under this emergency assistance fund were approved: Assistance préparatoire pour la reconstruction des établissements humains dans la région d'El-Asnam (ALG/80/015), and Prototype polyclinique et centres de santé d'El-Asnam (ALG/80/016) for a total of \$126,000. The balance of the funding available is expected to be programmed in the course of 1982 to complement the reconstruction and rehabilitation efforts of the Algerian Government.

(b) Central African Republic. Following the adoption of resolution 35/87 by the General Assembly on 5 December 1980, the Secretary-General dispatched an inter-agency mission to the Central African Republic during January-February 1981. Its terms of reference included consultations with the Government about further assistance for the reconstruction, rehabilitation and development of the country, in order to communicate its needs to the international donor community. The report of the inter-agency mission (A/36/183) proposed both financial assistance to help the Government cope with the critical financial situation, projects aimed at meeting some

of the Central African Republic's most urgent humanitarian needs and help in the rehabilitation and reconstruction of vital sectors of the country's economy. UNDP has continued to assist the Government through its ongoing country programme and by preparing new activities to be part of a new country programme to be presented for approval to the Governing Council in 1983. In addition, following publication of new census data, the Administrator has recommended an increase in the illustrative IPF for the third cycle from \$25.5 million to \$29.5 million.

(c) Chad. UNDP has assisted in international efforts for the reconstruction, rehabilitation and development of Chad, including in particular a number of activities aimed at restoring the pre-war level of international co-operation with Chad. During 1981 the Secretary-General twice despatched missions to Chad in order to review with Government authorities the needs of the country in accordance with resolution 35/92. The first mission went to N'Djamena in early March 1981, in order to assess the most pressing needs and proposals made for immediate emergency assistance. A second mission was sent to Chad from 26 October to 9 November 1981, to review the needs for reconstruction, rehabilitation and development; and also to organize an international programme of financial, technical and material assistance to Chad to enable it to meet its short and long-term needs.

Following the first inter-agency mission to Chad dispatched by the Secretary-General in March 1981, UNDP re-opened its field office in N'Djamena on 1 May 1981.

As a follow-up to the second inter-agency mission sent in October-November 1981 and in response to the General Assembly Resolution 36/210 it was decided that the Resident Co-ordinator in Chad become the lead entity for the reconstruction, rehabilitation, development and emergency relief operations that will be channelled through the United Nations system. While a new country programme for Chad is being determined, UNDP is elaborating numerous new project activities as recommended by General Assembly resolution 36/210. Both the United Nations and the Organization of African Unity, with the collaboration of UNDP, have started organizing an international conference of potential donors to be held in Nairobi in mid-April 1982.

Throughout 1981 UNDP continued its emergency assistance to Chadian students overseas whose Government stipends have been interrupted as a result of the civil war. During the year UNDP's total financial contribution to this activity increased to \$1.6 million.

(d) Democratic Kampuchea. A UNDP-financed project providing assistance to Kampuchea is described in DP/1982/72.

(e) Democratic Yemen. Heavy rains, regarded to be the worst in the last 50 years in Democratic Yemen, affected 286,000 sq.kms. in the south and parts of northern areas of the country in March 1981, causing damage estimated at \$21 million. In response to the Government's request for emergency aid, UNDP promptly authorized \$30,000 from the Programme Reserve for the purchase of immediate relief supplies in the form of food, medical supplies, tents and blankets. UNDP also approved in June 1981 a Government request for reconstruction and rehabilitation assistance up to a sum of \$320,000 from the Programme Reserve. Torrential rains fell in September 1981

in the Abyan Delta of Democratic Yemen causing very serious floods. Once again extensive damage ensued. Upon receipt of a Governmental request, UNDP provided an allocation of \$30,000 from the Programme Reserve for immediate relief.

(f) Djibouti. Following a flood disaster in March 1981, which rendered 110,000 people homeless, the Administrator approved \$30,000 from the Programme Reserve for emergency relief assistance, i.e., food, mobile kitchens, water pumps and tents.

(g) Regional Asia. In response to the call of the International Conference on Refugees and Displaced Persons in South-East Asia, held in Geneva in July 1979, UNDP approved an emergency project to assist the UNHCR in coping with the refugee problems in the countries of first asylum and in the two long-term holding areas in Indonesia and the Philippines. Through this project, United Nations volunteers are being provided to help in many areas, including camp management, resettlement counselling, legal service, language training, nutrition, water supply and sanitation and community development. The project started at the beginning of 1981 and is expected to last for two years. The total UNDP contribution is \$688,400.

CONTRIBUTIONS PLEDGED TO SELECTED UNDP-ADMINISTERED FUNDS IN 1981 AND 1982^{a/}
(in United States Dollars)

Country or Area	UNCDF		UNV		UNRPNRE		IFSTD		LLDC		ENERGY ACCOUNT	
	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982
Afghanistan	2 000	2 000							5 000	5 000		
Algeria	29 280	32 200					100 000					
Argentina	26 854						250 000					
Australia		564 334										564 334
Austria			7 700	7 700			1 000 000					
Bangladesh	2 989	3 289		1 000		1 000	2 000	2 000				
Belgium			202 532		133 333		93 333					
Benin		2 000										
Bhutan	1 000	1 150	500	575				1 000	1 000	1 000		
Bolivia									1 000	500		
Botswana	5 350	5 714	510	571				1 143	1 529	1 714		
Brazil			10 000	10 000					10 000	10 000		
Cape Verde	1 000	2 000										
Chile						5 000	20 000					
China	129 032	127 168										
Colombia			7 985									
Cuba	27 211	24 814					37 415					
Cyprus	500											
Democratic Yemen	1 456	1 456										
Denmark	1 960 784	2 112 676	12 577				774 648	774 648				
Dominican Republic							1 500					
Ecuador							10 000					
Egypt	24 846						7 143	6 085				
Fiji							1 000	1 000				
Finland	428 571	697 674					919 540	930 233				
France								176 991				
Germany, Federal												
Republic of			113 636									
Greece	5 000	5 000										
Guinea-Bissau	395		395				395					
Guyana							2 667	2 684				
Honduras								2 000				
India			5 000	5 000			93 277					
Indonesia				1 000	10 000		12 029	12 000				
Iraq	13 559	13 559				11 864						
Italy	1 642 565	2 100 840	205 321	168 067								

CONTRIBUTIONS PLEDGED TO SELECTED UNDP-ADMINISTERED FUNDS IN 1981 AND 1982^{a/}
(in United States Dollars)

Country or Area	UNCDF		UNV		UNRPNRE		IFSTD		LLDC		ENERGY ACCOUNT	
	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982
Jamaica	3 000	3 000					3 982					
Japan	1 000 000				2 000 000							
Jordan							15 000	17 000				
Lao People's, Democratic Repblic	1 500	1 500					1 000		1 000	1 000		
Lesotho	1 000	1 000	200	200					1 000	1 000		
Liberia		10 000		2 000								
Madagascar							6 667					
Malawi	7 741	7 550						1 000	2 000	2 100		
Maldives	600	600										
Mali	450				450				500			
Mauritius	1 694											
Morocco	10 870	9 615	5 000	5 000			5 000					
Nepal	1 000	1 000							2 000			
Netherlands	7 723 419	6 041 667	200 000	193 750							1 923 077	
Norway	7 686 936	4 794 521		84 746			970 874					
Pakistan	96 162						10 101					
Panama					1 000	1 000	1 500					
Papua New Guinea								1 500				
Philippines			1 000				2 500		2 500			
Republic of Korea							30 000					
Samoa							1 000					
Senegal	60 820								5 000			
Seychelles								500				
Sierra Leone							5 000					
Solomon Islands				500								
Sri Lanka				3 000								
Sudan							5 000					
Swaziland										1 070		
Sweden	5 607 623	5 893 186									920 810	
Switzerland	2 046 784	2 187 500	103 865				431 341					
Thailand			1 500	1 500				25 000	1 000	1 000		
Togo									707	707		

CONTRIBUTIONS PLEDGED TO SELECTED UNDP-ADMINISTERED FUNDS IN 1981 AND 1982^{a/}
(in United States Dollars)

Country or Area	UNCDF		UNV		UNRPNRE		IFSTD		LLDC		ENERGY ACCOUNT	
	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982	1981	1982
Trust Territory of the Pacific Islands			1 000									
Tunisia	3 340	3 400	4 000	4 600			70 000		1 913	2 200		
Turkey	153 153	153 153					5 000					
Uganda	1 923	.	38		51				128			
United Republic of Cameroon	1 065	1 166										
United Republic of Tanzania	2 424	2 424										
United States of America	2 000 000		350 000									
Venezuela							100 000					
Viet Nam	1 000	1 000										
Yemen	2 000	2 300										
Yugoslavia	300 000						100 000					
Zambia	25 000	23 000					20 000	57 000	35 000	40 000		
Zimbabwe										2 000		
	<u>31 041 896</u>	<u>24 833 456</u>	<u>1 232 759</u>	<u>489 209</u>	<u>2 144 834</u>	<u>18 864</u>	<u>5 108 912</u>	<u>2 011 784</u>	<u>71 277</u>	<u>69 291</u>	<u>2 843 887</u>	<u>1 029 450</u>

^{a/} The pledges of countries denominated in national currencies are converted to US dollar equivalent by using the UN rate of exchange on the date of payment. The unpaid amounts have been converted into their dollar equivalent by applying the UN rate of exchange as at 31 December 1981. Pledges made subsequent to 31 December 1981 have been converted into their dollar equivalent amounts by using the UN rate of exchange in effect on the date the pledge was announced.

