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UNITED NATIONS TECHNICAL CO-OPERATION ACTIVITIES

Report of the Secretary-General

Summary

In response to Governing Council decision 79/22, this annual report provides information on the work of the Department of Technical Co-operation for Development (DTCD). (For an overview of the work of other organizational entities of the United Nations with technical co-operation responsibilities see Addendum 1.) The report is also being made available for the first time, through the Economic and Social Council, to the General Assembly in response to resolution 37/232, and accordingly includes an analysis of the relationship between programme delivery and administrative costs and the evaluation of completed projects.

In 1982, the United Nations delivered a technical co-operation programme totalling in round figures \$303 million. DTCD programme delivery was \$127 million, of which \$85 million came from UNDP, \$19 million for UNFPA, \$16 million from trust funds, and \$7 million from the United Nations Regular Programme. In spite of an improved delivery rate of 84 per cent, the value of DTCD's field activities declined in 1982, reversing for the first time the pattern of continuous growth, with serious consequences for DTCD's operational structure and ability to respond effectively to requests for technical co-operation.

The report describes steps which DTCD is taking to reduce administrative costs, and draws attention to additional and complementary measures which legislative bodies might consider. These include greater use of DTCD's technical and executing capacities within existing funding frameworks, access to new sources of funding, and streamlining of operational functions in order to improve co-ordination of activities. It also highlights issues of special concern to DTCD such as country programming, the least developed countries, monitoring and evaluation of projects, as well as main trends in substantive fields under DTCD's mandate. Member States are invited to provide guidelines on measures which might be taken to counteract the impact of the financial situation on the delivery of services to developing countries.

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INTRODUCTION

1. The present report is the fourth to respond to Governing Council decision 79/22 which requested: (a) an overview of the activities of the Department of Technical Co-operation for Development; (b) details on the use of the resources of United Nations Regular Programme of Technical Co-operation; and (c) brief summary of the work of all relevant organizational entities of the United Nations. In accordance with General Assembly resolution 37/232, it also includes an analysis of the relationship between programme delivery and administrative costs, and an evaluation of completed projects. Information about organizational entities other than the Department and detailed statistical data appear in the addenda to this report.

I. DEPARTMENT OF TECHNICAL CO-OPERATION FOR DEVELOPMENT: Policy issues

A. Overview

2. In its resolution 32/197 the General Assembly gave expression to the provision of the United Nations Charter calling upon the Organization to promote international economic and social co-operation. The resolution led to the establishment of a separate organizational entity in the Secretariat -- the Department of Technical Co-operation for Development (DTCD) -- with responsibility for the management and substantive support for technical co-operation activities of the United Nations. Over the past five years, the primary concern of the new Department was to ensure the continued relevance of its technical programmes to the needs of developing countries in such areas as development planning and administration, natural resources and energy, ocean economics, population and statistics, science and technology, and rural and social developments. The effectiveness of its substantive and managerial services, of its efforts to improve the quality of projects and respond energetically to global priorities for technical co-operation has been demonstrated in a steady growth of requests for assistance, in the rapid increase in the level of its total programme up until 1982, and in its greatly improved delivery rate.

3. In the present financial situation, however, organizations in the system are contending with the certain prospect of shrinking resources for ongoing programmes, DTCD faces particularly severe constraints in discharging its responsibilities. As a result of the decrease in financing available from UNDP and UNFPA, its main funding partners, the value of the programme delivered by DTCD declined to \$126.8 million in 1982, compared with \$136.6 in 1981, reversing for the first time a pattern of continuous growth since the Department's establishment in 1978. The decrease has arisen independently of the technical competence and operational capability created within the United Nations Secretariat to serve developing countries. It calls for urgent action to counteract the negative effect on hard-pressed developing countries of the decline in programme value, and to hold fast to the course charted by the General Assembly in its resolution 32/197. Some of the measures required can be, and are being, undertaken by DTCD itself; others need attention by legislative bodies.

4. An immediate consequence of the drop in the 1982 delivery was the need for DTCD to reduce its own administrative costs, which are financed largely out of programme support post earnings. As indicated in paras. 27 and 31 DTCD's improved monitoring system enabled it to anticipate the forthcoming decrease well before the end of 1981 and to

introduce corrective measures. In so doing, care was taken to ensure the integrity of the Department's substantive and operational capability, to maintain the technical viability of its programme and the quality of services delivered. Despite these measures, however, DTCD faced an operating deficit of \$3.6 million at the end of 1982. Other steps will be taken, therefore, during 1983 in order to reduce the deficit to the extent possible, and the continued effects are expected to result in a 27 per cent reduction in overhead posts for the period 1981-1983. The success of such a strategy, however, will depend ultimately on the availability of a minimum level of resources for future years. It should be recognized that there comes a point at which further cuts strike at the very fibre of the Department and that there is a "critical mass" below which an organization can no longer provide effective services in the wide range of highly specialized technical fields for which DTCD is responsible. Furthermore, steps which the Department can take internally, to reduce administrative and staffing costs and to streamline processes and procedures, must be complemented by other measures, to enable the United Nations Secretariat to have an effective structure for technical co-operation.

5. Some of these relate to the substantive support for, and management of technical co-operation activities carried out by the United Nations, in accordance with General Assembly resolutions 32/197 and 37/232. On one level, additional measures are required to endow the Department with much needed flexibility for administrative, personnel and financial questions. This flexibility of action, which is common to other executing agents of the Organization, requires a greater delegation of authority for DTCD, in order to improve substantially the speed and effectiveness of its services including recruitment and management of project personnel, procurement of equipment and subcontracting. On another level, certain substantive functions which are essential for backstopping and implementing projects must be brought into closer relationship with the Department. Note must also be taken of the increasing tendency, emanating from certain recent legislative decisions, for various components of the Secretariat to provide technical co-operation directly, diluting the intent of the General Assembly to establish a separate organizational entity within the Secretariat for that purpose. A related issue is the growing duplication within the System of substantive programmes in such areas as development planning, energy and water in which DTCD and its precursor organizations had developed particular expertise and operational capabilities.

6. Complementary measures to offset the effect of the financial crisis are also required to facilitate greater use of the Department's technical and operational expertise within the existing funding framework. This can be achieved through a clearer delineation between funding and executing agencies, avoiding thereby the unnecessary duplication of operational and backstopping structures already existing within the System. As indicated by the Joint Inspection Unit in its report on DTCD, technical co-operation cannot be carried out effectively without substantive support. Greater reliance on DTCD's substantive competence and executing capacity would improve the quality of services made available by funding agencies and might lower the aggregate level of administrative and support costs which are inevitably higher when other arrangements must be introduced to meet the technical requirements of projects. In this regard, the Department believes that even more can be done to implement fully decision 82/19 of the Governing Council which invites the Administrator to take fully into account the Department's special competence, experience and operational capabilities in the designation of executing agencies for the implementation of UNDP supported programmes and projects.

7. The forthcoming review by the Economic and Social Council and by the General Assembly of all operational activities of the United Nations system may provide an opportunity to examine the basic policies of funding agencies such as UNDP, UNFPA and of the World Bank's growing presence in the field of technical co-operation. This might include World Bank execution of UNDP-funded projects in sectors such as development administration. Attention should also be paid to the effects of Governing Council decisions 81/7 and 82/20 which gave first priority to assistance in family planning and maternal and child health services. The result has been a drastic reduction in the availability of funds for projects in data collection, demographic analysis and overall formulation of population policies. The World Population Plan of Action (1974), however, called for renewed efforts in these areas, and emphasized the need for an integrated approach to national population policies, where family planning, although a critical element is seen in the larger context of national development strategies. In response to these recommendations developing countries are increasingly requesting technical assistance in these fields which cannot be met owing to the paucity of funds allocated to these sectors, and the matter has become more pressing in light of the preparation for the forthcoming World Population Conference.

8. Other sources of funds are also needed in order to counteract the effects of cutbacks in UNDP and UNFPA resources, and to maintain the most critically needed programmes. DTCD intensified its efforts in this direction in 1982, and contacted various multilateral aid organizations such as the Arab Gulf Fund, from which it secured financing for various projects formulated in collaboration with UNDP. A number of countries including Italy, Japan and Sweden made special funds available, particularly in new and emerging technological fields such as mini-hydro power and geothermal energy development. The Department collaborated closely with UNDP in this regard and took the initiative, where possible, of channelling these funds through UNDP as cost sharing arrangements rather than as Funds-in-Trust. It may also prove necessary, under present financial circumstances, to seek out other modalities for mobilizing funds.

9. This also underlines the need for increased flexibility in the management of technical co-operation projects. DTCD has under consideration new and innovative approaches including guidelines and procedures in providing administrative and technical backstopping to the increasing number of projects which differ in scope and content from the traditional types of multilateral development assistance.

10. Credits which the World Bank is making available to developing countries for technical co-operation may open up new avenues for collaboration, and DTCD welcomes the Bank's efforts to involve specialized agencies in the execution of technical co-operation components of its loans. The Department is presently reviewing the various issues which must be resolved before adequate arrangements can be introduced to increase the level of DTCD participation in such activities.

11. Although the question of finances loomed large on the horizon throughout 1982, attention must also be drawn to those aspects of the programme which enabled the United Nations overall to make significant headway in supporting the efforts of developing countries. An important element was the collaboration with other parts of the system, and with governments. As the only major agency in the United Nations system without separate field representation, DTCD continues to rely heavily on the UNDP

Resident Representatives for communication with recipient governments, to keep governments informed of services that can be made available to them by the Department, and in turn to assist DTCD in responding rapidly to government requests. Efforts were intensified to maintain close links with the field through regular briefings of Resident Representatives at Headquarters, periodic letters, and special meetings on DTCD's activities at regional gatherings of Resident Representatives.

12. The Department has also maintained close relations with the regional commissions, in conformity with the separate responsibilities assigned to the Headquarters and regional units under the General Assembly resolutions 32/197 and 33/202. Examples of such co-operative efforts in 1982 include: consultations with ECA technicians on the design of a public administration project in which the commissions may participate; joint sponsorship with ESCAP of an interregional seminar on administrative reform; ECLA/CELADE participation in DTCD population seminars and missions; DTCD implementation of a portion of the ESCAP Regional Energy Development Programme; and participation in the ECA Joint Conference of African Planners, Statisticians and Demographers, including a paper on DTCD activities. In addition to these individual and ad hoc actions, the Department worked with the commissions on a paper for closer co-ordination of regional and interregional advisory services, which the July 1983 meeting of Executive Secretaries of the Regional Commissions may adopt as a guide for future action in this area.

13. The Department has consistently emphasized the need for greater collaboration with governments in the management and execution of DTCD-executed projects. During 1982 it made particular effort to increase reliance on available national capabilities, including the recruitment of national experts, selection of local subcontractors, and the use of training facilities at the national or regional level. DTCD also firmly upholds the principle of project management and execution by governments themselves. The Department believes it incumbent upon it to support this principle by guaranteeing full access to the technical expertise available within the United Nations System in order to ensure that the basic purpose of technical co-operation -- the supply of critical know-how not otherwise available -- is not undermined. Governments may wish to consider the greater use of various existing modalities for drawing on the substantive competence of the System, such as arrangements for associating agencies in the more specialized technical aspects of projects which they execute or, alternatively, for subcontracting well-defined project components to agencies.

B. Special concerns and new directions

1. Country programming

14. The mandate of the United Nations includes responsibility for advising governments, at their request, on the overall planning of their economic and social development policies. In accordance with decision 79/22 of the Governing Council, which welcomed the use of United Nations resources in support of the UNDP country programme, DTCD continued to give special assistance to governments in identifying their needs for external aid on the basis of priorities in their national and regional development plans. The thrust of the support thus provided was to enable governments to improve the co-ordination of scarce external inputs, and to increase thereby the potential of the UNDP country programme as a frame of reference for all operational activities of the

United Nations System. DTCD support to the holding of donors' round tables in least developed countries (LDC) (see para. 15) represented an increasing involvement under this heading. DTCD believes that it has an important, even pioneering, role to play, going far beyond the identification of projects which it is itself equipped to execute, by helping governments, especially in the LDCs to develop their capacity, methodologies and techniques for the selection of technical co-operation programmes and projects, both for inclusion in the country programme and in wider discussions with multilateral and bilateral sources able to provide this kind of support.

2. Least developed countries

15. The Department's activities in the LDCs also emphasized strengthening the co-ordinating machinery of governments in order to help these countries implement the recommendations of the Substantial New Programme of Action (SNPA) adopted by the Conference on the Least Developed Countries in 1981. An important vehicle for such assistance were the round tables organized by UNDP, and development planning projects executed by DTCD in 33 LDCs were heavily involved in co-ordinating the necessary preparation. DTCD's Chief Technical Advisers took a leading role in Benin, Guinea-Bissau, Malawi, and Mali in ensuring the substantive support to the round table exercise, and the Department has been asked to provide a co-ordinator for the round table in Lesotho. In addition, the Department itself was responsible for the planning and organization of the round tables in Benin and Mali on behalf of UNDP.

16. In accordance with Governing Council directives on the use of the United Nations Regular Programme, priority was given to the requests of the LDCs for advisory services including 25 interregional advisory missions, missions concerned with project preparation and management in the minerals fields, separate mineral and energy assessment missions, and other sectoral and development planning missions in 33 of the 36 LDCs. DTCD also began to organize a series of four interregional workshops to be held under its Regular Programme in 1983. These will deal with salient aspects of development planning and plan implementation in the LDCs, and will discuss the various methodologies that could be most appropriately applied to their special circumstances. DTCD is also currently implementing many projects, funded by UNDP, in key economic sectors highlighted by the SNPA, notably the strengthening of institutional infrastructure; economic and social development planning; training; and the exploration, development and management of natural resources and energy. The precarious financial situation has made it difficult, however, to carry these out as originally scheduled. In the light of the particularly severe needs of these countries, it is hoped that additional resources can be provided in order to avoid further cutbacks in projects.

3. Integration of women

17. In response to the need to promote the integration of women in development through technical co-operation, particular attention was paid to ensuring the greater participation of women in multilateral efforts at the country level in order to increase the benefits to them. Various approaches were used, in conformity with national plans and policies, to identify specific activities and to formulate relevant proposals for action. Regular Programme funding covered the costs of additional components in some ongoing projects including stop-gap financing for a successful community development project in Oman. As a follow-up to a country programming mission to Angola, the

Department designed a series of seven mutually reinforcing projects directed towards women, including some to be implemented by other organizations of the United Nations System. In the Central African Republic a project was formulated in collaboration with CSDHA (DIESA) for the advancement of women in rural areas through community development and appropriate technology. In Cape Verde, DTCD is co-operating with the United Nations Sudano-Sahelian Office in a rural development project with emphasis on income-generating activities for women. The Department has set up an internal task force, with UNDP and other organizations as observers, in order to give greater visibility to such actions. DTCD will also take part in the UNDP/Interorganizational evaluation of the modalities and effects of more active involvement of women in development.

4. Monitoring and evaluation

18. As mentioned above, an underlying concern of the Department, particularly during this period of financial stringency, has been to improve the quality of projects at the field level in order to ensure that scarce resources are used as effectively as possible. This requires, inter alia, continuing and careful monitoring of ongoing projects as well as regular in-depth evaluations. DTCD made particular effort throughout 1982 to devise an appropriate methodology for this process and to introduce it more systematically in its field projects. Internal guidelines on evaluation are being included in the DTCD Policies and Procedures Handbook. A critical element is the improvement of project design and project document formulation, in order to link well-defined project outputs to national objectives, so that progress can be effectively measured. As noted by the Governing Council in its decision 82/19, the Department is collaborating closely with UNDP in this endeavour.

19. Further steps will be required to improve the quality of project reporting, particularly final reports. Appropriate monitoring procedures must be an integral part of project design to ensure effective feedback and corrective action during the project itself. The involvement of recipient governments at every step of the project cycle is the sine qua non of a successful project, particularly if realistic follow-up arrangements are to be envisaged at the very outset of the project in order to ensure that the gains achieved remain relevant and useful once the project is completed. Selective ex post facto evaluations can contribute significantly to increasing the effectiveness of technical co-operation activities. It must be recognized, however, that such exercises can be costly both for the United Nations System and for governments, in terms of the expertise required, and will require special allocations.

5. United Nations response to legislative mandates

20. In addition to its programme of technical co-operation, DTCD assists the Secretary-General in implementing legislative mandates, outlined in ECOSOC and General Assembly decisions and resolutions. These cover a wide range, including the Department's major involvement, in collaboration with other entities of the United Nations system, in following up the recommendations of the 1981 Nairobi Conference on New and Renewable Sources of Energy. As the lead agency in evaluation, development and demonstration of energy sources such as solar, wind, geothermal and hydropower (including mini-hydropower), DTCD formulated specific programmes and projects that were considered at the Interim Committee which met in Rome in 1982. These will be considered further at the first Inter-Governmental Committee established in accordance with General Assembly resolution 37/250.

21. The Department has the main responsibility on behalf of the Secretary-General to prepare reports requested by General Assembly resolution 37/122 on "Israel's decision to build a canal linking the Mediterranean Sea to the Dead Sea", and 37/135 on "Permanent Sovereignty over National Resources in the Occupied Palestinian and other Arab Territories". In addition, it is responsible, jointly with DIESA, for preparing the Secretary-General's comprehensive report on Energy Resources in accordance with resolution 37/251 on the Development of the Energy Resources of Developing Countries.

22. In accordance with General Assembly resolution 34/152 DTCD organized in co-operation with Yugoslavia an international seminar on popular participation funded from the Regular Programme. Attended by 48 participants from 36 countries, the seminar recommended policy measures for consideration by national authorities and international organizations and reported its results to the General Assembly (A/37/442). In its resolution 37/55, the Assembly called upon United Nations system organizations to promote further popular participation in their programmes.

6. Pre-investment and investment follow-up

23. Reported investment commitments relating to DTCD projects totaled \$479 million -- a substantial increase over 1981. External investors included the World Bank, German Democratic Republic, Federal Republic of Germany, France, Kuwait, Japan, Netherlands, Nigeria, Sweden, Switzerland and Union of Soviet Socialist Republics.

24. Special efforts were made in 1982 to develop improved working relationships with major international and bilateral financial institutions, particularly the Arab development funds, and closer contacts were established with the Inter-American Development Bank and the Asian Development Bank. Under an arrangement with UNIDO, several projects were sent to the Industrial Investment Promotion Service - North America for a search for commercial investors, and projects were submitted to the United States Trade and Development Programme, to undertake the necessary feasibility studies. Many countries have requested the advisory services of the Canadian Executive Overseas, which were offered through the Department for pre-investment work and investment follow-up. DTCD has also provided investment advisory services to assess particular resources and to help prepare projects for presentation to investors. All pre-investment projects are reviewed in order to develop a strategy for maximizing their investment potential. In 1982, the ratio of pre-investment project cost to investment was 1 to 42, excluding earlier investments resulting from the same project.

C. Qualitative and quantitative analysis of project delivery and administrative costs

25. In accordance with General Assembly resolution 37/232, this report attempts to provide for the first time a qualitative and quantitative analysis of the relationship between programme delivery and administrative costs, and the level and use of programme support cost earnings. (The breakdown of expenditures by sources of funds and components, with origin of inputs, is in Add. 2 of this report.) Data for the technical co-operation activities of the United Nations Secretariat is made available in the aggregate to the ACABQ.

26. The Department's programme of technical co-operation projects, at the end of 1982, amounted to \$150,540,000 in approved budgets, with expenditures totalling \$126,851,000. Of these expenditures \$85,469,000 were for UNDP-financed projects, \$19,361,000 for UNFPA, \$6,388,000 under the United Nations Regular Programme for technical co-operation, and \$15,633,000 from trust funds. In comparison with 1981, the Department experienced an overall reduction in budgets of \$22.6 million or 13 per cent, but in actual expenditures of only \$9.7 million or 7 per cent, due to its improved delivery rate of 84 per cent in 1982, up from 82 per cent in 1981. Whereas the level of IPF and cost sharing expenditures by UNDP, which finances the larger part of the Department's field operations, fell by about 10 per cent, the drop in expenditures by DTCD for UNDP-funded projects amounted to less than 7 per cent. The decline in UNFPA resources, however, was reflected in a drop of 25 per cent in DTCD expenditures, due to the change in UNFPA's policies regarding allocation of resources (reduced emphasis on population policies, demography, censuses, etc.).

27. In the face of these cutbacks, the Department nonetheless maintained a fairly stable programme budget situation in 1982, due in large part to the emphasis which it placed on adjusting its programme capabilities in certain strategic sectors. This is borne out in the breakdown of expenditures by field of activity, which indicates a steady increase in the sectors of natural resources and development planning, resulting from the introduction of innovative approaches in new and emerging technological fields, and from the development of more effective modalities for responding to the specific needs of the LDCs, including support to certain UNDP round tables in Africa. In 1982 these sectors accounted for over 58 per cent of the Department's total programme expenditures. In 1983 they may represent 70 per cent of all DTCD field expenditures, while the percentage of professional staff required for substantive backstopping them will be significantly lower. The continued dynamic growth of budgets in these two sectors will enable the Department to maintain its programming capability in the other key economic and social fields under DTCD's mandate, in order to assist developing countries, in a comprehensive manner, in the establishment and strengthening of their essential infrastructure and in the development of their human resources potential. The Department's ongoing efforts to improve the quality of services delivered is also reflected in the attention paid to develop an appropriate methodology for monitoring and evaluation and to devise more effective guidelines for use in all field projects.

28. The reduction in project funding was also reflected in a corresponding reduction in DTCD's programme support income amounting to \$16.7 million broken down as follows: \$11.8 million from UNDP, \$2.7 million from UNFPA, \$1.4 million from trust funds and \$0.8 million in other income. The Department received no compensation for activities financed through special arrangements such as the UNETPSA Programme, fellowships under the General Account of the United Nations Fund for Namibia and other similar programmes.

29. The Department also undertakes various other kinds of activities which do not figure in any list of projects, but which represent an important part of its work programme, in conformity with its mandate as the main operational arm of the United Nations Secretariat for technical co-operation activities. These cover a wide spectrum, including the participation of DTCD staff in missions organized by the United Nations Office for Special Political Questions, both with regard to humanitarian assistance programmes, and in conjunction with the implementation of Special Economic Assistance Programmes; reports prepared for intergovernmental bodies such as the

Committee on Natural Resources; support to the United Nations Financing System for Science and Technology in the evaluation and appraisal of project proposals; research and studies in the field of development administration and substantive backstopping of the Meetings of the Expert Group on the United Nations Programme in Public Administration and Finance, etc.

30. DTCD's expenditures against programme support cost resources amounted to \$20.2 million, which includes costs incurred by units outside DTCD in support of technical co-operation activities. The expenditures comprise \$18.5 million for staff costs and \$1.7 million for non-staff costs.

31. The difference between revenues and expenditures resulted in an operating deficit of \$3.6 million in 1982. The deficit would have been still higher had the Department not introduced certain measures to reduce costs before the end of 1981, including a freeze on recruitment in DTCD and related units, resulting in a cutback of 65 posts; a new control system for travel expenditures; further improvement of procedures, and increased delegation of functions to the field, an improved computerized system for contracting and procurement and an expanded programme monitoring system supplemented by a manually held data base going back to 1976.

32. In sum, the Department is trying to adjust to a contracting resources environment as well as to the shift in priorities on the part of some of its main funding partners without detracting from the quality of services rendered. It is doing so by attempting to improve overall and sectoral substantive effectiveness, through improved management procedures and greater fiscal restraint. The effectiveness of this effort will, of course, depend not only on the managerial and technical efforts deployed by DTCD but to a large extent upon an increased level of available resources for multilateral technical co-operation to DTCD's funding partners.

II. REGULAR PROGRAMME OF TECHNICAL CO-OPERATION

33. The United Nations Regular Programme of Technical Co-operation includes:
(a) sectoral advisory services implemented by DTCD, the Centre for Human Rights, the United Nations Centre for Human Settlements (HABITAT), and the United Nations Conference on Trade and Development (UNCTAD); (b) regional and subregional advisory services provided by the regional commissions (except the Economic Commission for Europe (ECE)); and (c) industrial development activities undertaken by the United Nations Industrial Development Organization (UNIDO).

34. The portion of the Regular Programme administered by DTCD has several important characteristics: (a) It provides for interregional advisory services, for missions in response to government requests in diverse specialized fields. (b) It adheres strictly to types of assistance that have multiplier and catalytic effects. (c) It is devoted to activities complementary to other technical co-operation efforts, especially in areas of DTCD responsibility. (d) Although modest in level, the programme plays a crucial role in responding quickly to priority development needs. In addition to the interregional advisory services, activities include pilot projects, seminars and training programmes. Examples of a few undertakings are given below; further details sector-by-sector are in Section III. B. below.

35. In accordance with the Governing Council's directives on use of the Regular Programme, assistance to least developed countries and to island and land-locked developing countries continued to receive high priority (see paras. 15 and 16). A project to help Caribbean countries develop their water resources was designed to achieve goals of the International Drinking Water Supply and Sanitation Decade. This project, which also promotes sharing of country expertise and equipment, will receive UNDP financing in 1983 although at a lower level than planned. Activities promoting TCDC include a project in statistics which establishes apprenticeships in developing countries. As follow-up to the United Nations Conference on Desertification, a project in co-operation with the United Nations Environment Programme (UNEP) seeks to develop ground water in the Nubian sandstone aquifer. Activities in response to the United Nations Conference on New and Renewable Sources of Energy include a global project, in co-operation with Japan and Sweden, to identify and evaluate small hydropower resources in developing countries, and discussions are underway with other donors regarding additional financing. A collaborative interregional effort on biomass resources was also started with the World Bank. Seminars and related meetings were convened with co-sponsorship from various governments, and training programmes in mineral and statistical fields continued to be organized in the Union of Soviet Socialist Republics. On behalf of the Secretary-General, emergency advisory services to assess special needs for assistance were provided to Bolivia and Liberia. DTCD also collaborated with the Office for Special Political Questions, in accordance with special economic assistance programmes mandated by the General Assembly.

III. DEPARTMENT OF TECHNICAL CO-OPERATION FOR DEVELOPMENT: Activities

A. Evaluation of completed projects

36. In accordance with General Assembly resolution 37/232, the following paragraphs provide an overview of the results of projects completed during 1982 with details included under the substantive headings. In addition Table 19, in DP/1983/18/Add. 2, lists projects completed by area and subject matter. (See also paras. 18 and 19 regarding monitoring and evaluation.) Since this information was only requested in December 1982, it is not as comprehensive as DTCD would have wished. A more thorough, while succinct, evaluation will be included in the next report. Guidance from the Member States will be very much appreciated in this regard.

37. The evaluation clearly points to certain specific factors which account largely for project success. These include adequate level of financial support; optimum duration; recruitment of highly qualified experts; provision for a strong training component; availability of qualified counterpart staff; and effective co-operation and co-ordination at the national level. As will be seen from the summaries included under various sectors, not all of the projects achieved their desired objectives. In those cases the Department took particular care to review the experience gained in order to derive lessons for future programming purposes.

38. It is self-evident that the quality of experts and the rapport they are able to establish with national personnel are crucial to a project's achievements. In projects with only one expert, especially in small and relatively less developed countries, national staff tended not to benefit fully in the absence of specific provisions for training. Greater attention to such training needs, and to the quality and relevance

provisions for training will be needed. Premature termination of projects, owing to financial difficulties, poses a special problem and should be avoided in order not to waste valuable efforts already made. Inadequate co-operation among relevant national organizations is sometimes also a major constraint and relations should be clearly defined when formulating project documents.

39. The evaluation of development planning projects confirms most findings of the extensive 1979 interagency evaluation of such UNDP-funded projects (Evaluation Study No. 1). The most influential factor is the importance that the government attaches to planning as a framework for decision-making. Related to the above in any field is the need for consistent government policies during a project's life, in order to ensure the relevance of project activities to national objectives. Other factors impairing project execution included delayed equipment delivery; delayed recruitment and approval of candidates; insufficient supervisory field visits; and sometimes inadequate communications with the field. Key elements of success included strong project leadership and full support from governments.

B. Substantive areas

1. Development administration

40. DTCD efforts in public administration and finance covered a broad range including: institution building; administrative reform and improvement; financial management; and personnel administration and training. Intergovernmental bodies reviewed the programme from several perspectives during 1982. The Sixth Meeting of Experts on the United Nations Programme in Public Administration and Finance was convened and submitted its report and recommendations (E/1982/52 and Add.1) to the Economic and Social Council. A cross-organizational programme analysis of activities of the United Nations system (E/AC.51/1982/4) was the subject of recommendations made by the Committee for Programme and Co-ordination at its twenty-second session. Two resolutions with important implications for the programme were adopted by the Economic and Social Council. The first (1982/43) envisages an international centre for public accounting and auditing, to assist in improving public financial management in developing countries. The other (1982/44) requested an increase of technical co-operation in public administration and finance, as recommended in the Report of the Sixth Meeting of Experts.

41. Projects in administrative reform and improvement continued in many countries, some to adjust administrative structures to major changes, others to eliminate obsolete structures and practices. Manpower development and in-service training, fellowships and seminars continued as major elements, reflecting the central concern of most countries to improve the public service. A noticeable emphasis was on the training needs of senior public managers, including scientists and technical personnel. Curricula design, and training of management trainers also received special attention. The growth in the public sector in developing countries was responsible for an increased number of projects in the management of public enterprises. One such project, in Malaysia, aimed at developing techniques for evaluating public enterprise performance. Improvement in public budgeting and financial management was another continuing concern, and new auditing projects were begun in three countries.

42. Advisory services and programme support continued to the International Center for Public Enterprises in Developing Countries, in Yugoslavia, and to certain regional and subregional institutions, including the African Training and Research Centre in Administration for Development (CAFRAD) and the Central American Institute for Public Administration (ICAP). Advisory services were provided in financial management, administrative reform, use of computers and public enterprise management. Manuals were prepared on the role of public accounting and auditing for effective management of development, and on strategies for dealing with problems in institution building.

43. Evaluation of completed projects. KUW/79/006 (Improvements in supply management) helped strengthen supply management in Kuwait, including introduction of a central cataloguing system. Procedures were improved and training programmes carried out, enabling the relevant Department to take a more effective role in scrutinizing the supply budgets of various ministries. CHI/77/001 (Administrative reform and regional development) contributed significantly to efforts in Chile to strengthen the National Commission for Administrative Reform, later integrated into the Advisory Committee to the Presidency. National technical staff were trained, and the project produced an impressive number of good publications. CYP/80/004 (Statistical sampling in government audit), though of short duration, was quite effective. A training programme conducted in Cyprus helped 41 national officials apply statistical sampling methods to auditing problems. This contributed to improving the efficiency of financial and comprehensive audits, and laid the basis for further progress in performance audit.

2. Development issues and policies

44. DTCD implemented some 80 projects in the field of development planning in more than 60 countries in 1982. In addition, Interregional advisers and other staff undertook missions to over 60 countries. Particular attention was given to the needs of the LDCs (see paras. 16 and 35). Activities supported the efforts of developing countries to: expand their capacity to control the socio-economic situation; manage their economies and development programmes through monitoring and forecasting; and improve their negotiating position in the world economy. Extensive use was made of TCDC, by: employing developing country nationals as experts; applying experience gained in one country to similar problems elsewhere; and organizing international workshops. Increasing use was made of short-term consultants and national expertise, achieving savings in project costs.

45. As discussed in paragraph 14, DTCD continued its emphasis on assisting developing countries in preparing their UNDP country programmes, including Ghana, Nigeria and Uganda in 1982. DTCD collaborated with the Office for Special Political Questions in helping eight countries assess their needs for special assistance and in reviewing special assistance programmes mandated by the General Assembly. Headquarters staff also participated in an emergency mission to Lebanon.

46. Projects in national planning were initiated in Malawi, Saudi Arabia and Zambia, and in regional planning in two states of Malaysia. New phases were begun in projects to assist the multinational Gambia and Senegal river basin development schemes, regional (subnational) planning in Nigeria and Senegal, and project evaluation in Rwanda. Substantive evaluations of ongoing projects were undertaken in co-operation with UNDP, leading to reorientation of projects in nine countries.

47. Among the more innovative projects, Chile was assisted in forming regional and national "project banks", an integrated system for identifying and evaluating public investment projects. In Panama, a group of projects dealt with four different planning areas: national development policies; implementation of regional (subnational) planning; problems of extreme poverty; and planning for international technical co-operation. A project funded by Japan, at the United Nations Centre for Regional Development, attained a worldwide reputation for training and research in regional planning. Field work was completed in a study aimed at the co-ordinated development of a region comprising parts of Argentina, Bolivia, Chile and Paraguay. In Honduras, an examination of solutions to major flooding problems was part of a river basin development planning project.

48. Evaluation of completed projects. PAN/78/006 (Planning and promoting regional development) assisted Panama in developing policies for incorporation of the Canal Zone and in installing a regional planning system. The project benefited from a close relation between its activities and the Government's policy structure, and led to another project stressing plan implementation. BOL/78/003 (Support to planning) produced technically competent outputs in Bolivia, but project effectiveness was weakened by frequent governmental and policy planning changes, necessitating many project revisions. RLA/79/028 (Strengthening systems of technical co-operation and promoting co-operation among countries of Central America and Panama), successfully resulted in a series of courses, seminars and related documentation for raising the level of competence of the national officials involved. The great interest of the governments and the competence of the international experts were key factors. VEN/78/005 (Strengthening post-graduate studies in planning at the National Development Studies Centre) led to the doubling of the Centre's enrollment at the Central University of Venezuela including students from other countries of the region; teaching at the doctoral level; strengthening of research activities; and improving the relevance of the Centre's overall activities to national planning needs.

3. Natural resources and energy

49. The Department's programme in natural resources and energy has maintained a prominent position, reflecting the high priority which developing countries accord to this field. It included field projects; assessment missions, and advisory services; several symposia; and technical publications. Institution building, exploration and development, and training were emphasized.

50. In response to Assembly resolution 34/201, on multilateral development assistance for minerals and energy, DTCD carried out 14 country missions in 1982 to estimate financial requirements for exploration and location of resources -- 6 on mineral exploration requirements, and 8 in the energy field. Preparations were made for substantive servicing of the eighth session of the Committee on Natural Resources, scheduled for June 1983, including studies requested in minerals, energy, water, and related subjects. The papers prepared, and the Committee's consideration of these issues, have implications for the conduct of technical co-operation activities. Among the items before the Committee is a report of the Administrator of UNDP concerning the United Nations Revolving Fund for Natural Resources Exploration, in whose activities DTCD also participates, which will also include information on geothermal activities of the Fund.

51. Minerals. The Committee for Programme and Co-ordination made recommendations on a programme evaluation of work in mineral resources (E/AC.51/1982/5), relating principally to the activities of DTCD, DIESA and the regional commissions. Project activities continued in mineral exploration, mining development, institution building, and training support. In 1982 DTCD supported 58 mineral projects in 43 countries, including exploration and investigation projects in nine countries. Some 91 missions by Interregional advisers and others were undertaken in 50 countries. An exploration project in the United Republic of Tanzania discovered several good sites, mainly for uranium and nickel. In Mauritania, a project to interpret airborne magnetic and radiometric data delineated several sites warranting more detailed geological and geophysical follow-up. A search for gold continued in Haiti with encouraging results. Institutional support activities included the establishment: of an analytical and remote sensing facility in Benin; of a mining documentation service in Mauritania; of a chemical/petrographic/mineralographic laboratory in Pakistan; and of a chemical laboratory in Angola. The Geological Survey was strengthened in Somalia. Advanced drilling techniques and modern drilling equipment were the topics of an interregional seminar jointly convened with Canada, attended by participants from 26 developing countries.

52. Evaluation of completed projects. BOL/77/005 (Mineral survey in selected areas) involved prospection, exploration, training and institutional strengthening in Bolivia. Numerous opportunities were identified for converting idle mines, and for increasing output from several current producers. A potential for increasing production of several ores was outlined. A follow-up project, BOL/80/003, had to be terminated before work could begin, owing to funding problems. IND/75/046 (Mineral exploration and development in Kerala) consisted of reconnaissance and exploration work in India. Good quality graphite deposits were proved, which findings have led to commercial development. Evaluation of gem occurrences proved the existence of a sufficient basis for establishing a gem cutting and polishing industry, again leading to commercial development. Gold deposits adequate for setting up a pilot plant for their recovery were also proved. A follow-up project will continue explorations and assist in technical, economic and marketing studies aimed at early production of graphite, gem stones and gold. BUR/73/017 (Offshore exploration of tin) involved marine surveys, off-shore and on-shore drilling, mapping, and training of counterparts in Burma. While drilling off-shore did not lead to economic discoveries, the on-shore drilling outlined reserves which the Government plans to exploit. Project-trained national staff were enabled to continue drilling off-shore. UPV/74/004 (Mineral exploration in the Birrimien troughs of Houndé and Boromo) discovered a major zinc-lead-silver deposit in Upper Volta. This relatively high grade mineralization is of a type likely to be found elsewhere in the country, and in Ghana, Ivory Coast, Mali and the Niger, where similar geological formations occur. The deposit is located close to major road and rail connections and private mining companies have expressed interest.

53. Conventional energy and energy planning. Activities under this heading focused on conventional energy resources, energy planning and management, and electric power. Most developing countries continued policies aimed at reducing oil imports. Requests for assistance in the conventional energy field accordingly increased to 24, in 1982, with 5 projects expected to be approved in early 1983. Technical advisory or programming missions on petroleum were undertaken in 9 countries; on petroleum legislation in 4; and on coal in 6. A workshop on geophysical methods in petroleum exploration was organized

in co-operation with the Government of Norway, and attended by participants from 31 developing countries. A meeting on oilfield development techniques, funded by the Regular Programme in co-operation with the Government of China, included participants from 22 countries.

54. Energy planning and management projects were active in 20 countries and short-term missions were carried out in 12 countries. Notable ones included those on statistics for energy production in Peru, and on consumption and related matters in Costa Rica, El Salvador, Nicaragua and Panama. A survey of energy resources and utilization was undertaken in Angola to formulate policy for integrated development. In Ethiopia, Belize and Panama, DTCD helped formulate national energy policies and short- and long-term energy development programmes. With funds provided by Sweden, DTCD undertook missions in energy planning to identify requirements in information, methodology, and manpower training and to identify projects for outside donors. A symposium was convened on energy supply management, in co-operation with France, and funded by the Regular Programme, to examine policies and strategies in the light of changing conditions in energy supplies.

55. The management and development of electric power, was supported in 26 projects. A symposium on coal for electricity generation in developing countries, organized under the Regular Programme in co-operation with Australia, studied the economic, technical, commercial, financial, and environmental aspects of this subject.

56. Evaluation of completed projects. ECU/78/003 (Ecuador Energy Institute) assisted in organizing the Institute; in determining its role in providing services to other local energy-related institutions and enterprises; and in adapting its structure and activities to new energy requirements. The quality of the experts recruited was high. Experts in energy conservation, biogas and small hydropower plants participated in intensive training activities both with the project personnel and outside in technical schools and other fora. Installation of several small hydroelectric projects was assisted, and a computer provided. UGA/71/002 (Rehabilitation of the Uganda Electricity Board) provided emergency foreign exchange to restore the electric supply system in Uganda. Equipment and materials were supplied to repair, replace, and interlink the generation, transmission and distribution systems. The project assisted in maintaining electricity in the country under extremely difficult economic conditions.

57. New and renewable sources of energy. During 1982, DTCD implemented projects in geothermal energy in 8 countries. Country projects in solar energy, wind energy, energy conservation, and rural energy supplies were implemented in 8 more, as well as interregional and other projects in Asia and Latin America. Assistance was requested by many other countries in these areas, and projects were formulated. The Department also provided advisory services for resources assessment (principally geothermal) in 19 countries. Under a programme jointly funded by Japan, Sweden and the Regular Programme, DTCD executed a programme of mini-hydropower surveys which will eventually encompass 42 countries with particular emphasis on the LDCs. By year-end 20 countries had been surveyed; 12 surveys are scheduled for 1983, and 10 in 1984.

58. In close collaboration with UNDP the Department has been approaching potential funding sources to finance small hydropower plants and develop geothermal energy. Discussions were held with Italy concerning the development of small hydropower sites

identified under the above survey programme and approval was obtained for financing in three countries. Negotiations are also underway with Italy for funding a geothermal project in China. Donors were contacted for the establishment of rural energy centres in six countries, each project worth approximately \$1.5 million.

59. Evaluation of completed projects. MAG/77/014 (Reconnaissance of geothermal resources) undertook geochemical surveys in Madagascar to determine whether further exploration was justified, and if so where. The project identified 8 of 24 geothermal areas as having sufficiently high temperature to be of economic interest, at least for direct uses in industry, but possibly also for electric power generation. Detailed surface investigations were recommended, leading to deep exploratory drilling.

60. Water resources. Project activities covered development and management of ground- and surface-water resources, including river basin development, drilling, supply and demand management, exploration and assessment. The Committee for Programme and Co-ordination reviewed a report on the distribution of tasks and responsibilities between the regional commissions and other United Nations entities in the field of water resources (E/AC.51/1982/7). The Administrative Committee on Co-ordination (ACC) Intersecretariat Group for Water Resources met and produced a briefing note, "The United Nations Organizations and Water", for circulation to Resident Co-ordinators, country representatives and field staff of the individual organizations. Following Economic and Social Council resolution 1981/81, DTCD commenced publication of a semi-annual newsletter on the activities and programmes of international river and lake organizations.

61. An important area of work was rural water supply, especially in West Africa. Mali was helped to provide nearly 2,500 new water points for 80,000 inhabitants. Preparatory assistance was given in Sierra Leone for development of a well digging programme, leading to approval of a new project. Upper Volta was helped in drilling 530 village wells. Short-term missions were undertaken to advise governments on water supply in Kenya and in countries of the Niger River basin. Water resources legislation and administration was another important aspect especially in Caribbean countries. The use of sub-surface space for water storage through artificial recharge was the topic of a workshop convened in co-operation with Sweden, which stressed again the need for the United Nations to act as a clearing house and co-ordinating agency for information on sub-surface space development and related assistance for programmes.

62. Evaluation of completed projects. GBS/77/002 (Development of rural water resources) helped provide new water supplies in Guinea-Bissau. Despite many difficulties, particularly the lack of transport, the project sank 9,000 metres of boreholes, ran 260 pump tests, and installed 360 pumps. Water supply for 50,000 people was thus assured, and teams trained in water well drilling. Project hydrogeological surveys showed the country to be relatively rich in exploitable ground water. Follow-up activities have focused upon interagency assistance to the Government in mobilizing funds from donors, leading to the presentation of 38 project proposals at the donor's "round table" scheduled for 1983. MLI/76/004 (Groundwater exploration and development) was one of the largest such projects executed by DTCD. It succeeded in drilling 2,000 boreholes in Mali, installing pumps in the productive ones and training national staff. This led to a supplementary project to drill more than 400 additional boreholes. BHA/78/003 (Water resources development and management) proposed an over

strategy for wellfield development in the Bahamas, using a gravity system for abstraction of ground water, improvements in storage facilities, transmission of water and construction techniques. When fully completed, the gravity system should reduce the number of pumps by 200, save several miles of pipes, and concentrate future treatment facilities at two locations.

63. Cartography. Fifteen projects covered the fields of surveying, mapping, hydrography, photogrammetry, map production and cadastral surveys. Twelve other projects strengthened national mapping and survey organizations and training facilities. Advisory and preparatory assistance missions were undertaken and support provided for the Fourth United Nations Conference on the Standardization of Geographical Names and the Tenth Session of the United Nations Group of Experts on Geographical Names.

64. Remote sensing. DTCD assisted in formulating projects in Argentina and Kenya, and in identifying remote sensing needs in Egypt and Sudan. With funds from the Financing System for Science and Technology, China was helped to establish a national remote sensing centre in Beijing. On the basis of recommendations from the Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space (A/CONF.101/10) the General Assembly adopted resolution 37/90, which includes provisions on space-related activities for development, including remote sensing. DTCD expects to help implement those portions of the resolution relating to technical co-operation.

4. Ocean economics and technology

65. The Ocean Economics and Technology Branch/DIESA provides substantive support to DTCD in the implementation of projects. In 1982, this included support for the Institute of Marine Affairs of Trinidad and Tobago and the preparation for publication of proceedings of the 1981 Ecuador workshop on coastal area development and management. Under the UNEP Regional Seas Programme, a project was begun in co-operation with UNESCO to control coastal erosion in west and central Africa.

66. Adoption of the United Nations Convention on the Law of the Sea, and its related resolutions, should have significant implications for activities in marine affairs. One of the resolutions pertaining to development of marine science, technology and ocean service infrastructures, recommends that funding agencies and other United Nations organizations expand relevant programmes of assistance and co-ordinate efforts on a system-wide basis. At year-end, efforts were underway to reflect the new mandates in the United Nations Medium-term Plan for 1984-1989, and in the Proposed Programme Budget for 1984-1985. Preparations were also made for a cross-organizational programme analysis of activities in marine affairs. DTCD envisages increased requests and a strengthening of support capabilities for technical co-operation in marine affairs, including related work in natural resources and energy.

5. Statistics

67. Emphasis was placed on censuses and the strengthening of institutions and capacities for compiling data. Of 151 country projects, 67 were in Africa, 34 in Asia and the Pacific, 27 in Latin America and the Caribbean, and 23 in the Middle East and Western Asia. Substantive support for DTCD activities was provided by the Statistical Office/DIESA. In 1982, many census projects were at the stage of processing and

tabulating results; censuses were also conducted in 12 countries, including China. In this the largest census ever, project support included purchase of hardware and software for 21 computer centres, training of computer technicians, advisory services on planning the census and processing its results, fellowships, and study tours.

68. A software development project continued to devise materials to support population data processing projects, together with user training on-site and at Headquarters. An improved COBOL version of XTALLY (cross tabulation), developed for census processing in Benin, is now being distributed to other countries. Initial versions of a multivariate analysis package for small computers (MULVAN) and a simple logistics simulation package (COGSIM) were developed and provided to several countries. Installation of small computing equipment for data processing also continued, providing a user-oriented, educational environment for technology transfer. Interregional advisers and other staff assisted countries in demographic and social statistics; computer methods; economic statistics; including industrial and trade statistics; and assessment of requirements for strengthening statistical services and developing national accounts.

69. The National Household Survey Capability Programme (NHSCP), supported by DTCD, represents a major technical co-operation effort of the system, bringing together national donors and international agencies to assist countries in producing a wide range of socio-economic and demographic statistics. Project formulation missions were undertaken in 41 countries and proposals were approved in 28. Nine country programmes were active in 1982; several more were expected to start in 1983. Two technical studies were widely disseminated on data processing and on non-sampling errors. A Consultative Meeting of donor agencies reconfirmed their support for the Programme.

70. Evaluation of completed projects. ECU/78/018 (Assistance in statistics) helped Ecuador improve the technical quality of efforts in several areas of statistics, including training of counterpart staff. As a result, the Government was able for the first time to conduct an economic census without outside assistance. LES/73/P01 (Population census) helped Lesotho conduct its 1976 census and post-censal activities. Improved procedures for data collection and processing were introduced and the census questionnaire expanded. SAU/75/X06 (National accounts and economic statistics) experienced slow progress but project objectives in Saudi Arabia were partially achieved. Basic data was developed through sample surveys making possible revision of 1979 national accounts estimates. Further attention will be needed for the continued development of current and basic statistics.

6. Population

71. The programme provided support in three areas: census and data survey analysis, demographic training, and population policy and development. More than 100 UNFPA-supported demographic projects were active in 1982 in 75 countries. In addition, DTCD participated in a number of UNFPA-sponsored missions for population needs assessment, project formulation, and tripartite reviews. Preparation for the 1984 International Conference on Population, in collaboration with UNFPA and DIESA, included papers on technical co-operation for the four expert group meetings, and a module on technical co-operation for the United Nations Fifth Inquiry Among Governments on Population.

72. Demographic analysis projects focused upon study of data collected as part of the 1980 round of censuses. Assistance included estimation of measures of fertility, mortality, migration and urbanization, and preparation of total and sectoral population projections. In view of the increasing need for software packages for data analysis, DTCD took steps to collate existing packages and proposed measures to UNFPA for further assistance. Demographic training was provided at the national level; through assistance to the United Nations interregional centres and programmes in Cairo, Bucharest, and Moscow; and through fellowships. Approximately 50 fellowships were approved or extended under country projects and the UNFPA Block Allocation, and 75 fellows were trained at the interregional centres. Population policy and development projects emphasized the interaction between demographic and socio-economic variables, analysis of impacts of alternative population policies, and strengthening of institutional arrangements for population policy formulation and integration of demographic factors in planning.

73. As already indicated, the level of government requests for projects both in statistics and in population is strongly at variance with the recent reorientation of UNFPA funding priorities, and will require attention at the policy-making level.

7. Rural development

74. DTCD's multidisciplinary approach to rural development emphasizes the institutional and planning elements. Through the ACC Task Force on Rural Development, DTCD also collaborates with other agencies, focusing on participatory activities and the monitoring and evaluation of projects, exchanges of experiences, and joint ventures. Noteworthy projects include the establishment of village development committees, rural training centres and self-help income-generating activities in Liberia which may serve as a model for projects elsewhere. In Swaziland a project focused on developing income-generating skills for women and served as a TCDC training base. In Saudi Arabia, DTCD provided support to the Centre of Applied Research and Training in Community Development.

8. Social development and humanitarian affairs

75. DTCD activities in social aspects of development cut across many sectors; its integrated approach reflects the interdependence of social and economic issues. Substantive support for specific programmes is provided by CSDHA/DIESA within the Centre's terms of reference.

76. The International Year of Disabled Persons (IYDP) in 1981 helped highlight problems of this segment of the population and General Assembly resolution 37/53 called on the United Nations system to assist countries in formulating relevant policies and programmes. Following Assembly resolution 36/77, disability-related seminars were organized in Jamaica, Swaziland and Yugoslavia, and a meeting is scheduled for early 1983 in the Philippines. A trust fund now supports some technical co-operation activities although below the level of project requests. The World Assembly on Aging (1982) also prompted the establishment of a trust fund for technical co-operation. The need for such activities was similarly stressed in 1982 by the Advisory Committee for the International Youth Year (1985), and the Interregional adviser on youth provided advice to 7 countries. Crime prevention and criminal justice work in 1982 included support to United Nations-affiliated regional institutes, strengthened relations with

regional commissions, and a project for Namibia. Advisory missions were carried out at the request of five countries and the Latin American Institute for Crime Prevention and Treatment of Delinquents. Of special note was a communication from 12 Latin American and Caribbean ministers of justice urging increased technical co-operation activities.

77. The General Assembly in 1982 adopted a series of resolutions (37/57-37/60 and 37/62) on the integration of women in development, calling upon the United Nations system to expand relevant technical co-operation activities. Considerable scope for improvement exists in ensuring that sufficient attention is paid both in specific projects and the country programmes. In addition to DTCD-related work, CSDHA also is involved in preparing, evaluating and processing projects financed by the Voluntary Fund for the United Nations Decade for Women (see section E, below).

78. Despite the strong intergovernmental concern for social and humanitarian aspects of development, the level of related technical co-operation activities has not been growing. The apparent contradiction can only in part be explained by the scarcity of funds. Further attention to this at the policy-making level is urged.

C. Support services

1. Recruitment

79. A total of 869 experts and consultants were appointed, down 12 per cent from 1981, reflecting the prevailing financial constraints. Forty women were appointed, representing 5 per cent of the total, a slight increase from 1981. Appointments of 923 experts were extended. The proportion of short-term assignments continued to rise, i.e., 661 (76 per cent). Difficulties were encountered in obtaining highly skilled candidates to meet rapidly growing demand in the fields of energy, water resources, and geology and mining. Some 38 per cent of experts appointed were from developing countries; and efforts were pursued to increase the proportion of such experts. Appointment of Associate Experts increased to 68, more than a quarter higher than in 1981.

80. The computerized roster of available expertise, including 13,660 names of candidates in 53 specialized fields, was further improved. Parallel measures were taken to streamline candidate interview and evaluation. A forecast of manpower requirements was circulated twice to all recruitment sources, and efforts made to simplify recruitment information procedures for quicker distribution of job descriptions and vacancy lists. DTCD continued to assist the regional commissions and specialized agencies, at their request, in locating, evaluating and recruiting personnel.

2. Administrative services

81. Administration of entitlements for project personnel and local-hire field staff is an unheralded but crucial element of programme support, involving some 800 experts, 400 consultants and 350 local staff during 1982. One notable improvement was the computerization of the expert rental-subsidy programme, saving 45 hours of professional staff time per month. Internal changes related to work files, record-keeping and follow-up systems also improved efficiency and existing arrangements in other areas are being reviewed to identify and modify those aspects which may be further mechanized.

3. Contracts and procurement

82. The principal phases of an automated purchasing and payment system were installed and made fully operational in the first half of 1982, leading to significant improvements in management control and production of reliable, up-to-date statistics. Early detection of delays to signal corrective action is facilitated and the system has become a valuable tool for procurement/contracting operations and for general monitoring of project implementation. Regular status reports will be sent to apprise UNDP offices and project staff of actions on project requisitions. Existing modalities for shipment of equipment were reviewed, leading to new arrangements for freight-forwarding starting in early 1983. This should facilitate follow-up with vendors, provide a step-by-step tracking system, and enable DTCD to keep the field informed of estimated arrival times. Authority has been delegated for Field Purchase Orders below \$5,000 to be placed directly with vendors. DTCD continued to participate in the Inter-Agency Procurement Services Unit (IAPSU) and the annual Inter-Agency Working Group on Procurement.

83. DTCD made extensive efforts to expand further the range of sources for purchases and subcontracts, including additions to the computerized roster, and advance information in the United Nations Development Forum regarding forthcoming requests for bids. The value of purchases and contracts placed in developing countries increased by 27 per cent, and the number of such countries involved rose from 53 to 82. The value of purchase orders placed in non-convertible currency countries dropped by a quarter from a previous high in 1981, although this was still more than twice the amount for 1980.

4. Training

84. Developing countries provided host facilities for more than 1,500 Fellows, thus contributing to the promotion of TCDC. To reduce costs and facilitate placement of fellows, group schemes rather than individual programmes were increasingly used. DTCD published the 1982 Directory of Training Courses and Programmes in Europe and Neighbouring Areas which contained information on more than 400 courses in DTCD fields.

85. DTCD continued to manage fellowships of the United Nations Educational and Training Programme for Southern Africa (UNETPSA) and the United Nations Fund for Namibia without reimbursement of support costs. UNETPSA was able to make 215 new awards in 1982 and to extend 720. Another 107 awards were financed under the Fund for Namibia. Under the Emergency Assistance to Students of Chad Programme, assistance continued to 42 students stranded in the Maghreb countries and in Egypt; over 150 former students have now returned to Chad. Training costs continued to rise, limiting possibilities to respond adequately to developing countries' requests. The introduction of cancellation fees by some institutions has also placed increased pressure on governments and DTCD to ensure that training programmes are undertaken as scheduled.

5. Reports

86. Emphasis on project evaluation has focused increasingly on the need for formal reports on projects undertaken, and as a result of efforts to encourage the allocation of funds for reporting, the number of projects for which reporting costs were budgeted rose from 141 in 1980 to 229 in 1982. More than two-thirds of projects that should

submit terminal reports have yet to incorporate the requisite budgetary provisions, however, and the number of reports processed at Headquarters remained low in 1982.

87. The inclusion of all types of project reports in the United Nations Bibliographic Information System (UNBIS) and the Development Information System of DIESA has led to a substantial increase in requests for copies, highlighting the need for more derestriction of reports to avoid delays in obtaining government release of restricted material.

D. World Food Programme

88. On behalf of the United Nations, as a co-parent with FAO of the World Food Programme (WFP), DTCD was closely involved in strengthening the technical inputs of WFP activities. WFP requested United Nations scrutiny of 47 project requests and 32 project summaries in 1982. Although this number fell short of the 92 requests and summaries submitted in 1981, the proportion of development projects, as opposed to food aid and humanitarian relief, and the average size of projects greatly increased, thereby increasing project complexity and the need for in-depth technical analysis. DTCD technical advisers and consultants in development planning and natural resources, and technical advisers from UNCHS, participated in 11 evaluation or appraisal missions.

E. Voluntary Fund for the United Nations Decade for Women

89. Established by the General Assembly in 1976 to show that involving rural and poor urban women can make a measurable impact on achieving development goals, Voluntary Fund projects focus on development planning, income-raising group activities and rural development. In 1982, 75 projects were approved for financing, 9 regional and 66 country level -- the latter administered by UNDP. By relying heavily on national expertise, using governments and non-governmental organizations as executing agencies, and keeping overhead costs low, the fund has managed to keep down total costs. Requests for assistance related to income-raising activities ranged from fish processing to soya milk production; many included establishment of revolving loans. In Peru a study pertaining to the electronics industry was conducted. Other pre-investment activities pertained to co-operatives in Madagascar, optimal nutritional use of food-for-work activities in Ethiopia and resettlement development in the Philippines. ECLA made significant progress in developing country case studies for planners, training men and women planners and reviewing national accounts. A two-year pilot training of managers and planners in eastern Africa was completed, and the project was adopted by UNDP through ECA. In co-operation with UNDP, DTCD, the regional commissions and the United Nations Sahelian Office, several programming missions and tripartite and external evaluations were undertaken.