

UNITED NATIONS DEVELOPMENT PROGRAMME



UNDP

Distr.
GENERAL

DP/1983/61
26 May 1983

ORIGINAL: English

SUPPORT

GOVERNING COUNCIL
Thirtieth session
June 1983
Agenda item 5 (b)

PROGRAMME PLANNING: THE THIRD PROGRAMMING CYCLE, 1982-1986

COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

Report on Implementation of Country Programmes, 1982

AFRICA

Report of the Administrator

Summary

This report is submitted in accordance with Governing Council decision 81/15, which invites the Regional Bureaux to prepare, for the Council's information, "an annual progress report on programme implementation, highlighting significant developments in selected individual programmes."

The report notes the recent approval of most country programmes in the Africa region (section I). Within the framework of periodic reviews and other management procedures associated with UNDP accountability for resources and concern for effective technical co-operation, many observations are made about the status of and progress in implementing country programmes in Africa (section II). In addition the widespread consequences of the recent reduction in authorized budget levels (ABLS) are noted (section III). As requested by the Council, the implementation of several country programmes is briefly described, focusing on the significant changes in the programmes since their approval and review by the Governing Council (section IV). Finally implementation of the regional programme for Africa is discussed (section V).

INTRODUCTION

1. At its twenty-seventh session in June 1980, the Governing Council adopted decision 80/7, which invites the Administrator to "inform the Council regularly of the progress made in the implementation of the revised country programming policies and procedures for the third programming cycle, 1982-1986, including the introduction of periodic reviews of individual country programmes, the results of which would be reported to the Council on a selective basis".^{1/}

2. In response to this decision, the Administrator submitted a report (DP/518) to the Council at its twenty-eighth session in which he proposed that each Regional Bureau would prepare, for the Council's information, an "annual progress report on country programme implementation in the region, highlighting significant developments in selected individual programmes which will enable the Council to form an over-all picture of progress and trends".^{2/} The Council subsequently endorsed this proposal in decision 81/15.^{3/}

3. At the special meeting in May 1982, an oral report was made to the Governing Council with respect to the programme for the Africa region which focused principally on the 17 country programmes being submitted to the Council for its approval at that meeting.

4. The present report, which is the first annual report on implementation of country programmes in the Africa region, discusses the following four matters:

- (a) The status of country programmes in the Africa region;
- (b) The process of implementing and periodically reviewing country programmes;
- (c) Over-all trends and results of the periodic reviews of the country programmes in the Africa region;
- (d) Progress and trends in the implementation of selected country programmes.

/...

I. STATUS OF COUNTRY PROGRAMMES IN THE AFRICA REGION

5. In connection with the approval of new country programmes, the Regional Bureau for Africa reported to the Governing Council at recent sessions, that African Governments, in general, continue to integrate country programmes with their respective national development plans and to enhance the relevance of UNDP technical co-operation by linking project proposals to national priorities. This assessment remains valid. However, the timing of the country programmes in the Africa region has increasingly been harmonized with that of the UNDP programming cycles. This is readily observed with regard to the third programme cycle, 1982-1986. The majority of country programmes for the Africa region (20 out of 43) are due to start in 1983, and 8 of these are being submitted to the Governing Council in June 1983. Another 17 country programmes for the Africa region were approved in 1982 and commenced that year. Two other country programmes (Benin and Swaziland) were to be submitted in 1982-1983, but are now proposed for submission to the Council in 1984.

6. Only four country programmes currently in effect in the Africa region for the third cycle were approved by the Governing Council before 1982 (Congo, Kenya, Mauritius, and Rwanda) and of these only one (Congo) became operational before January 1982. (A list of the timing of all country programmes in the Africa region is attached as an Annex.)

7. Judgements at this stage about implementation of country programmes in the Africa region would therefore be premature in almost all cases, and most general conclusions should be qualified. Additionally, it should be noted that the timing of the country programmes has affected the objectives of periodic reviews and the manner in which they have been conducted during the past year.

II. PROGRESS OF COUNTRY PROGRAMME IMPLEMENTATION AND REVIEWS

8. Since 40 of 43 country programmes for the Africa region became, or are scheduled to become, operational in 1982 or 1983, emphasis in most countries has not been put on comprehensive substantive reviews of country programmes. Rather, priority has been given to two other kinds of reviews: (a) project and sectoral reviews for the purpose of improving project effectiveness; (b) financial analyses and consultations in order to realign project budgetary commitments and optimize financial management.

/...

A. Project and sectoral reviews

9. As of 31 December 1982, approximately 1,400 country projects of technical co-operation administered by UNDP were operational in the Africa region. In addition, 160 regional projects were operational at that time. The judicious approval and review of individual projects continued to constitute one of the most crucial mechanisms for the Regional Bureau to manage the implementation of country programmes and, in accordance with the principles of accountability and continuous programming, to adjust and adapt UNDP assistance in Africa so that it will be most relevant and effective.

10. In co-operation with Governments and executing agencies, resident co-ordinators and UNDP field staff participated in a large number of tripartite project reviews and many in-depth project evaluations. Headquarters staff provided in situ back-stopping to field staff on a very selective basis when their expertise was expected to be an effective supplement; periodic progress reports, tripartite review reports, and terminal evaluation reports normally facilitated headquarters' monitoring and support. Frequently, and often in conjunction with agency field missions, sectoral reviews were held: e.g., for agriculture, industry, or telecommunication projects.

B. Programme financial analyses and consultations

11. Another review procedure utilized increasingly during 1982 and the beginning of 1983 has been intensive consultations about financial resources management. In recognition of severe financial constraints affecting country programmes in the third programming cycle and as a consequence of the reduction of authorized budget levels (ABLS) to 55 per cent, every resident co-ordinator, with the support of Bureau staff at headquarters and in consultation with agency representatives, as appropriate, has reviewed the optimal allocation of financial resources in the country programme. Such consultations have sometimes involved large interministerial and inter-agency meetings; in other countries, the process has progressed in stages with frequent smaller meetings aimed at assessing the allocation of financial resources among projects, and revising the objectives, the timing or the activities and inputs of individual projects.

/...

C. Periodic reviews of country programmes

12. For several countries, these ongoing processes were supplemented during the past year by timely comprehensive reviews of country programmes. Such periodic reviews were conducted, inter alia, in the Congo, Gabon, Kenya, Lesotho, Madagascar, Mozambique, Rwanda and Zambia. These country programmes were formulated in 1980 (Congo only) or 1981 and approved in the respective subsequent year by the Council. Kenya, in fact, has conducted two in-depth annual reviews since its country programme became operational in 1982. The continuing validity and priority of all parts of the programmes were reviewed with senior government officials responsible for co-ordinating the UNDP programme of technical co-operation, and as appropriate, with sectoral ministries and agency personnel.

13. It is worth pointing out that resident co-ordinators in 18 African countries, in co-operation with the respective Governments, have planned periodic in-depth reviews of country programmes to take place in 1983. Several others are expected to be scheduled and conducted in the latter months of 1983.

14. From these reviews, it can be concluded that, as country programme implementation progresses into its second or third years, the parties accountable in Africa for maximizing over-all effectiveness and for managing the continuous programming process adapt and increase the application of the monitoring and management procedures which are most appropriate to their responsibilities and accountability.

III. TRENDS OF COUNTRY PROGRAMME IMPLEMENTATION; RESULTS OF REVIEWS AND MANAGEMENT ACTIVITIES

15. Although conclusions about trends in most aspects of implementation must be qualified due to the recent approval of the majority of country programmes and although most programmes have not been subjected to full-scale substantive reviews the Regional Bureau for Africa has carefully evaluated its programme in total and in its parts. As a consequence, many valuable conclusions have been reached and information of considerable utility for future resource and programme management is available. These may be summarized as follows:

(a) In fulfillment of country programmes, more than \$325 million of indicative planning figure funds were newly committed in approved projects

/...

during 1982. One hundred and sixty-three projects and 63 revisions with UNDP inputs in amounts greater than \$250,000 were requested by African Governments and approved in 1982 (totalling \$233 million of the \$325 million in new budgetary commitments);

(b) As of 31 December 1982, 18 of 46 programmes had entered into less than 50 per cent of the budgetary commitments for 1982-1986 allowed within the framework of their revised ABLs. This figure reflects the fact that so many country programmes were approved in mid-1982 or were scheduled for submission to the Council at its February special meeting and June 1983 session. The rate of approving project budgets in fulfilment of the country programmes is considered satisfactory on an overall basis;

(c) The aggregate implementation rate of country programmes for 1982 in the Africa region was 95.3 per cent, taking total expenditure as a percentage of adjusted ABLs. In fact, 28 countries in the region delivered more than 90 per cent of their revised ABLs for 1982; only 4 delivered less than 80 per cent. As a function of year-end budgets, the implementation rate in 1982 was 86 per cent ;

(d) Only minor shifts can be identified in the distribution of components of UNDP expenditures for the total programme in the Africa region for 1982 compared with the immediately preceeding years (based on estimates for 1982, pending receipt of detailed expenditure data from agencies):

	<u>1979-1981 average</u>	<u>1982</u>
	%	%
Personnel	57.1	57.7
Subcontracts	8.5	8.8
Training	9.5	10.0
Equipment	19.3	17.8
Miscellaneous	5.3	5.4

(e) On the basis of budgetary commitments as of April 1983, certain distinct trends can be observed about the composition of the programme for 1983-1985. The same relative tendencies in the composition of the programme build-up are noted for country and regional projects in the Africa region.

/...

	<u>1980-1982</u> <u>average</u> %	<u>1983</u> %	<u>1984</u> %	<u>1985</u> %
Personnel	57.2	66.6	65.9	63.0
Subcontracts	8.0	7.2	7.0	10.7
Training	9.5	11.2	12.2	12.9
Equipment	19.3	10.0	10.0	8.5
Miscellaneous	5.7	4.8	4.7	4.6

However, this distribution is subject to considerable shifts as programme implementation progresses. Personnel, subcontracts and training inputs usually require greater lead-time to deliver than equipment and are therefore often budgeted further in advance. Their delivery is more likely to be delayed and they are more likely to be rephased;

(f) Since the formulation and approval of the country programmes which are currently operational, national development plans and government technical assistance needs have rarely been altered to such an extent as to merit a fundamental revision of the country programme. The case of Ghana is an exception in this regard. On the other hand, the need to adjust even recently formulated and approved country programmes is virtually universal. This is due to the Administrator's decision late in 1982 to lower ABLs for the third IPF cycle, 1982-1986, which resulted in enormous pressures on the programme;

(g) Although continuous programming implies some flexibility in the use of programme resources, the recent cutback of ABLs from 80 per cent to 55 per cent of illustrative IPFs negates to a large extent the intended benefits of the continuous programming concept. Unprogrammed reserves have, in effect, disappeared from the country programmes in the region; adjustments of programmes are increasingly made from among ongoing projects or new priority projects already identified;

(h) ABLs in most African countries had been programmed, prior to this cutback, above 55 per cent for 1982. The majority of African programmes had been committed above the 55 per cent level for 1983 as well. Consequently, regardless of the stage of formulation, approval or implementation of country programmes, a major emphasis in late 1982 was placed on cutting back total programme plans for 1982-1986 and beginning to defer new project approvals and increase of ongoing projects. This activity gained momentum in November-December 1982 and has accelerated in 1983. In most of the 44 countries in the region, the initial emphasis has been on reallocating scarce financial resources among ongoing projects. In a few instances, reviews have

/...

begun to reallocate resources from current or future phases of ongoing projects to new priority projects. In many other cases the lowering of budgetary commitments to the level of ABLs or the reallocation of resources among projects have been made possible by governments, in consultation with resident representatives and with agency representatives, as necessary, deciding to defer project activities and inputs, to severely cut back project objectives and resources, or to terminate projects or certain project activities before their scheduled completion date;

(i) It must be emphasized, however, that in very few African countries have the resident representative and government officials completed the necessary reviews of individual projects and adjusted budgetary commitments accordingly. Resident representatives and the Regional Bureau will give this continuing process very high priority in the coming months. The objective will be to stay within the limits of financial resources while retaining optimal coherence and relevance in the programme, along with quality and effectiveness in the projects. To illustrate what has occurred during the past year, selected individual country programmes are briefly discussed in the following section of this report;

(j) Another objective, more easily realized in some countries than others, is to promote and facilitate cost sharing, and to co-operate with Governments in securing additional financial resources through third party cost sharing, trust-fund arrangements or other means. In this light, the Regional Bureau for Africa's ongoing support of donor round table consultations demonstrates the timeliness and validity of the concept. Four were conducted in 1982 with UNDP financial and organizational support. Ten such consultations are provisionally scheduled in 1983, three are already foreseen for 1984, and another four Governments in Africa have requested UNDP assistance, although provisional dates for the consultations have not been determined.

IV. IMPLEMENTATION OF SELECTED COUNTRY PROGRAMMES

A. Programme adjustments due to modification of priorities

Kenya

16. The country programme for Kenya was one of the four in the Africa region approved by the Governing Council in June 1981. Since then there have been two reviews of the country programme. The first, completed in

/...

December 1981 and in which a UNDP/FAO mission participated, came in response to changes in government priorities. The second, begun in December 1982, is aligning present and future project budgets with the reduced ABLs. A further full-scale review of the programme is scheduled for later in 1983, when such adjustments as are necessary for the latter years of the 1982-1986 programme can be made in the broadest analytical context and with a view to the Government's next Five Year Development Plan (1984-1988).

17. It is noteworthy that government and UNDP officials have conducted reviews of the country programme annually since the beginning of the second IPF cycle in 1977.

18. The most significant results of the two recent reviews of the 1982-1986 country programme for Kenya were the following:

(a) It was decided to increase assistance to the top priority sector, agriculture, by 18 per cent in the light of the Government's growing concerns since 1980 about insufficient food production. Accordingly not only will all seven agriculture-related projects included in the approved country programme be retained but seven other projects will be added in this sector: three new projects and four new phases of ongoing or recently completed projects which address other development priorities. This additional assistance to the agriculture sector was phased to begin in stages and so far, these projects have so far become operational as foreseen;

(b) In order to accommodate this shift, two large projects in human resources development were deleted from the UNDP programme. One of these was subsequently financed by a bilateral donor;

(c) Other shifts include the addition of two small but important projects in insurance legislation and food aid administration and the cancellation of planning assistance to commerce and tourism.

19. With the reduced ABL for Kenya, severe pressure has been placed on the Government and UNDP in 1983 to reduce and defer objectives and inputs. In addition, the over-all programme orientation has been subjected to careful scrutiny and continuous programming in order to reflect the Government's evolving priorities.

/...

Guinea Bissau

20. Guinea Bissau is one of the four countries from among the twenty-three in Western Africa which had its country programme for the third IPF cycle approved by the Governing Council before 1983.

21. This country programme presents an unusual and interesting case of UNDP's flexibility to make a substantive shift in the programme during implementation. Due to a national financial situation seriously worsened by dependence on imported petroleum, and to a renewed interest in the prospects for hydroelectric power, the government adjusted programme priorities to incorporate a major new phase of a project, the first phase of which included a \$1.7 million input from UNDP.

22. Late in 1982, studies were completed which demonstrated the feasibility of a project to develop the hydroelectric potential of the Rio Corubal River basin (GBS/77/001). Taking into account the urgency of proceeding with this large energy investment, and the difficulties of obtaining timely and adequate financing from either the UNDP regional programme, or from other sources, the Government of Guinea Bissau requested UNDP to approve a \$900,000 project aimed at completing additional technical studies as well as the documentation required to secure financing and to prepare invitations for competitive bidding for the dam and hydroelectric scheme.

23. With the anticipated reduction of ABLs, the Government and UNDP made intensive efforts during 1982 to avoid cuts which would alter ongoing projects' chances of achieving their planned objectives. However, because the hydroelectric project was an unforeseen national priority, it was essential to reduce inputs to several ongoing projects and to defer major new projects planned in the country programme. Reductions in ongoing projects included civil aviation equipment and some training (GBS/82/002), reduced expert input to water resources (GBS/82/002) and the Ministry of Economics and Finance (GBS/80/001), and fewer United Nations Volunteer teachers (GBS/82/004). Some of the new projects which have been significantly deferred or potentially cancelled in view of the lowered ABL were innovative and of high priority: training for paramedics (GBS/81/012), livestock development (GBS/81/005), and co-operative development (GBS/81/010).

United Republic of Tanzania

24. The Governing Council reviewed and approved the 1982-1986 country programme for the United Republic of Tanzania in May 1982. In response to the

/...

combination of serious droughts, increased fuel costs, the costs of war in a neighbouring country, deteriorating terms of trade and general economic difficulties, the Government of Tanzania adopted, in June 1982, the Structural Adjustment Programme for the period 1982/83-1984/85. In this context and taking into account the difficulties arising from the shortfall of UNDP financial resources, officials of UNDP and the Government conducted urgent reviews of the country programme during the second half of 1982 and into 1983. Some realignment and reductions have already been decided on; other decisions will be taken in the coming months as budgetary commitments are made to the priority projects to be implemented between 1983 and 1986.

25. A significant feature of the country programme is the pre-investment project which was successfully completed in 1982, as foreseen. Under this project, UNDP provided \$1.1 million in assistance to the Tanzania Petroleum Development Corporation (TPCD) for planning and supervision of geologic exploration, which resulted in the discovery of major gas fields in Songo Songo in 1974 and 1977. This discovery of gas led the Government to launch a "world-scale" ammonia/urea plant with an estimated investment of \$750 million (firm commitments as of end 1982 amounting to \$650 million), one of the largest single investments of its kind south of the Sahara. The Swedish Government, under its bilateral programme, committed in 1981 \$137.5 million to establish the plant, which is to have a maximum production capacity of 1,350 tons per day of ammonia and 1,725 tons per day of urea. The Governments of Denmark, the United States and the United Republic of Tanzania have each committed \$137.5 million to this project.

B. Adjustments due to comprehensive country reviews

Lesotho

26. At the initiative of the UNDP Resident Representative in Lesotho, an exemplary intensive and comprehensive periodic review of the country programme was begun in late 1982. Even though the country programme had been formulated in 1981 and submitted for approval by the Governing Council only in May 1982, this in-depth review of each ongoing project was undertaken with a view to improving the total relevance of project objectives and the effectiveness of the inputs and activities in achieving the desired goals.

27. The internal UNDP review served as a principal resource for a series of joint sectoral review meetings between the Government and UNDP in February and March 1983. Both of these exercises were backstopped by Headquarters analyses and suggestions from UNDP, and supplemented by consultation with executing agency personnel in Lesotho. The conclusions of these meetings in turn will

/...

be used as the analytical base for a major in-country tripartite evaluation scheduled for May 1983. A donor round table consultation planned for early 1984 in Lesotho is also expected to benefit from this review process.

28. At this time, the definitive results of the review are still to be determined, but many significant preliminary conclusions have been reached between the Government and UNDP. Several key ongoing or recently completed projects have been judged successful in whole or in large part. Equally or more important to the participants have been the constructive critiques about project shortcomings. Among the valued conclusions were (a) the need to enhance Lesotho's self-reliance by greater and more systematic commitment to the designation and training of counterparts within projects; (b) the need to improve institutional arrangements for the Government to plan, monitor and oversee its programme of technical co-operation; (c) interest in reducing the number of operational assistance (OPAS) and long-term resident advisers who often concentrate on direct support, and in exploring alternative means to transfer knowledge and strengthen indigenous capabilities.

29. Conclusions as to the future content of the country programme as a result of the review process as well as the recently announced reduction in ABLs to 55 per cent of the country IPF include the following:

(a) Greater emphasis should be placed on projects leading to the generation of employment, vocational and technical training and various aspects of rural development including agriculture and health;

(b) Assistance to projects for mineral surveys (LES/80/007), urban sanitation (LES/80/002), and teacher training (LES/75/037) will terminate during 1983 upon completion of project objectives and in view of the ability of national staff to continue required activities; assistance to the external trade sector (LES/81/001) will be phased out.

Mozambique

30. The Resident Representative and government officials in Mozambique consulted periodically about programme management during 1982. This culminated in a comprehensive country programme review in February 1983 in which UNDP headquarters and executing agency representatives also participated. The 1982-1986 country programme for Mozambique, approved by the Governing Council in May 1982, is characterized by features which permit some flexibility in implementation. First, the programme includes a considerable number of new projects each requiring UNDP inputs in excess of \$400,000. Additionally, the rate of implementation of this programme has been lower than the average for Africa, so that only slightly more than half of the 1982-1986 programme had been committed to new or ongoing projects as at year's end 1982.

/...

31. The strategy in Mozambique is essentially to implement the country programme according to a priority time sequence, that is, to commit government and UNDP resources to those projects which are expected to come first in the pipeline of revisions and new priority projects. This has been done in steps:

(a) A careful tripartite assessment of the requirements of all ongoing projects was completed between February and April 1983 with the aim of ensuring that all immediate objectives remain valid, deleting unnecessary inputs, initiating activities executed by the government, and identifying alternative ways to achieve project goals including the substitution of less costly inputs (e.g. associate experts or United Nations Volunteers);

(b) As a consequence of this tight fiscal approach, funds have been freed for reallocation, and adjustments or extensions of essential projects ongoing from the previous programme have now been made;

(c) Almost all priority second phases of projects begun during the previous country programme were or soon will be approved in order to achieve follow-up objectives during the 1982-1986 country programme;

(d) Several new projects, foreseen in the recently approved country programme, have already been launched either under preparatory assistance or with the approval of a full-scale project of technical co-operation.

32. Efforts are being made to design project documents for other important projects which are included in the country programme but cannot be accommodated at present due to new financial constraints. The goal of the Government and the Resident Representative is to prepare the basis for approaching bilateral and other multilateral organizations to seek their assistance. As required, preparatory missions of specialists are being engaged at UNDP's expense during 1983 for this purpose.

33. Since January 1982, several very large projects successfully completed their objectives, and operations were terminated or important new phases were scheduled for implementation:

Livestock Development and Health	MOZ/75/008
Crop Production and Protection	MOZ/75/009
Land and Water Use Planning	MOZ/75/011
Immunization Programme	MOZ/75/024
Forestry Development	MOZ/76/007
Fishery Development	MOZ/77/001
Environmental Health	MOZ/78/004

/...

The total UNDP contribution to these seven projects amounted to more than \$19 million.

C. Implementation affected particularly due to financial constraints

Zambia

34. Zambia is one of the many countries in the region which was in the process of implementing its country programme for the third IPF cycle when the reduction of ABLs compelled significant changes. The programme for Zambia for 1982-1986, approved by the Governing Council in May 1982, contains a large number of new phases of ongoing projects. Several meetings were held in November-December 1982 between the UNDP Resident Representative and the national co-ordinating authority, participating government ministries/departments, and representatives of executing agencies to review the programme. As a result, the following seven projects, well advanced in the pipeline following their approval within the framework of the new country programme, were withdrawn from the country programme (and in effect put on a reserve list without an identified donor):

ZAM/82/008	Wood Consumption Survey
ZAM/82/015	Industrial Feasibility Studies
ZAM/82/016	Industrial Planning and Plan Implementation
ZAM/82/022	Assistance to the Institute of Standards
ZAM/82/024	Development of Clay-based Industries
ZAM/82/025	Nitrogen Chemicals Production
ZAM/82/030	General Training

In addition, in the latter months of 1982 four projects completed their initial objectives: Livestock Development (ZAM/82/009); Irrigated Agricultural Development (ZAM/82/010); Assistance to Cannery Development (ZAM/82/013); and School of Mines, University of Zambia (ZAM/82/032). Further assistance, although desirable, was not considered possible at this stage because of financial constraints.

Somalia

35. Another example of the adjustment of ongoing country programmes, and one which is rather typical of many African countries, occurred in Somalia. When the country programme was formulated in 1981, it was hoped by government that two key new projects in land use planning and surveying water resources could be implemented very early in the programme. UNDP and the executing agencies had carried out similar projects with considerable success in other African countries. However, in view of the priority given to the integrity and continuity of ongoing projects, implementation of these two new projects could

/...

only be scheduled to begin in 1985. As a result of reduced IPF funds, it now seems unlikely that these large projects - so useful for exploiting the potential of this food-deficit nation - can be accommodated within the UNDP-financed programme.

Burundi

36. No fundamental change in government priorities has occurred thus far in implementing the new country programme. However, in the light of reduced UNDP resources, the Government of Burundi and UNDP conducted a general periodic review of the programme in February 1983, following earlier programme consultations and regular project tripartite reviews. To ensure the effectiveness of project inputs and to conserve scarce resources due to reduced ABLs, it was decided to defer or eliminate many project components, particularly long-term resident advisers. Many new projects planned in the 1982-1986 country programme for Burundi were also deferred.

37. In the process of reviewing priorities, a net reduction in activities promoting agricultural development was noted. Because of the high priority of this sector, the Resident Representative, in consultation with FAO representatives, proposed a different allocation of resources to ongoing projects so as to retain more of the output targets foreseen in the country programme. This suggestion is under consideration by the Government.

38. In order to accommodate some high priority new projects or new phases of ongoing projects, the Resident Representative in Burundi has made efforts along with the Government to secure financing from bilateral and multilateral sources. UNDP has played a catalytic role in working to identify and to formulate such priority project ideas, even though it will not necessarily be the source of the financial assistance required for project implementation.

VI. REGIONAL PROGRAMME FOR AFRICA, 1982-1986

39. The regional programme for Africa (1982-1986), approved by the Governing Council in May 1982, was prepared after extensive in-depth consultations undertaken by the Regional Bureau with African intergovernmental organizations, in particular with the Organization of African Unity (OAU), the Governments of the region and the specialized agencies of the United Nations system, notably the United Nations Economic Commission for Africa (ECA). It is based on those priority needs of the region which can be most effectively addressed by intercountry co-operation for development, through collective self-reliance and rapid economic growth, as defined in the Lagos Plan of Action.

/...

40. Since the regional programme for Africa for 1977-1981 had borrowed \$20.7 million from the third programming cycle, the 1982-1986 regional programme was based on the assumption that \$206.02 million would be available for the period. The Council was informed that \$192.6 million had already been programmed, with \$132.6 million of this amount to be used for ongoing projects. During 1982, intergovernmental organizations, Governments and specialized agencies were informed of the authorized maximum budget levels for projects and programmes which had been retained. Implementation of ongoing and of some new projects proceeded as anticipated. The reduction of ABLs to 55 per cent of the IPF reduced the amount of funds available for programming to \$135.17 million, leaving \$3.4 million for new projects. Extensive consultations were undertaken by the Regional Bureau with OAU, ECA and other executing agencies on a number of selected ongoing projects, before a decision was taken on the financing of new activities. Financing of ongoing activities was not reduced without the agreement of the executing agencies and the intergovernmental organizations or Governments concerned.

41. It was necessary, nonetheless, to postpone in their totality or at least curtail the majority of new activities anticipated in the 1982-86 regional programme for Africa. The majority of projects continuing from the 1977-1981 period into the 1982-1986 regional programme, however, are oriented towards meeting the priority needs of the region.

42. The following ten areas are among those affected by the reduction of UNDP resources: food security schemes, the Industrial Decade, the African Energy Commission, the African Economic Community, the African Remote Sensing Programme, the programme for the improvement and multiplication of trypanosomiasis-tolerant livestock in West Africa, the research programmes of the Centre of Insect Physiology and Ecology, the regional centres for the disabled (Tunis and Harare), the Inter-African Centre for the Development of Training for Professionals, supply and demand surveys in African countries south of the Sahara, the marine science and technology programme in Africa and the African Regional Standards Organization. The Regional Bureau for Africa has already initiated consultations with donors on cost-sharing or UNDP trust-fund arrangements for projects in some of these areas.

/...

Notes

1/ Official Records of the Economic and Social Council, 1980, Supplement No. 12 (E/1980/42/Rev. 1), p. 27, para 4.

2/ Programme Planning and Preparation for the Third Programming Cycle, 1982-1986, (DP/518), p. 8, para 25.

3/ Official Records of the Economic and Social Council, 1981, Supplement No. 11 (E/1981/61/Rev. 1), p. 43, para 7.

Annex

DATE OF SUBMISSION OF COUNTRY PROGRAMMES
TO THE GOVERNING COUNCIL
REGIONAL BUREAU FOR AFRICA

Submitted at twenty-eighth session
(June 1981)

Period of country programme

Congo	1981-1986
Kenya	1982-1986
Mauritius	1982-1986
Rwanda	1982-1986

Submitted at special meeting
(May 1982)

Angola	1982-1986
Botswana	1982-1986
Burundi	1982-1986
Comoros	1982-1986
Gabon	1982-1986
Guinea	1982-1986
Guinea-Bissau	1982-1986
Lesotho	1982-1986
Madagascar	1982-1986
Malawi	1982-1986
Mozambique	1982-1986
Seychelles	1982-1986
Somalia	1982-1986
United Republic of Tanzania	1982-1986
Zaire	1982-1986
Zambia	1982-1986
Zimbabwe	1982-1986

/...

Submitted at special meeting
(February 1983)

Cape Verde	1983-1986
Ethiopia	1983-1986
Gambia	1983-1986
Mali	1983-1986
Mauritania	1983-1986
Niger	1983-1986
Nigeria	1983-1986
Sao Tome y Principe	1983-1986
Senegal	1983-1986
Sierra Leone	1983-1986
Togo	1983-1986
Upper Volta	1983-1986

Submitted at thirtieth session
(June 1983)

Period of country programme

Central African Republic	1983-1986
Chad	1983-1986
Equatorial Guinea	1983-1986
Ghana	1983-1986
Ivory Coast	1983-1986
Liberia	1983-1986
Uganda	1983-1986
United Republic of Cameroon	1983-1986

Proposed for submission at thirty-first session
(June 1984)

Benin	1984-1986
Swaziland	1984-1986

Other programmes under the auspices of the Regional Bureau for Africa

Namibia
National Liberation Movements