

UNITED NATIONS  
DEVELOPMENT  
PROGRAMME



UNDP

Distr.  
GENERAL

DP/1983/64  
9 May 1983

ORIGINAL: ENGLISH

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

S U P P O R T

PROGRAMME PLANNING: THE THIRD PROGRAMMING CYCLE, 1982-1986

COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

Report on the implementation of country programmes  
LATIN AMERICA

Report of the Administrator

SUMMARY

This report is prepared in accordance with Governing Council decision 81/15 (E/1981/61/Rev.1) which endorsed the Administrator's proposal to submit to the Governing Council an annual progress report on the implementation of the various country programmes, highlighting significant developments in selected programmes.

The report provides the general framework within which the Regional Bureau for Latin America is monitoring the continuous programming activities in the region. It also highlights the implementation of the country programmes of Cuba, Honduras and the Dominican Republic, as well as those of the Eastern Caribbean Multi-Island Programme.

1. Country programmes in Latin America and the Caribbean for the 1982-1986 cycle have been submitted to the Governing Council on the following schedule:

Twenty-eighth session (June 1981) - Cuba

Special meeting (May 1982)

- Antigua and Barbuda, Argentina, Bahamas, Barbados, Bermuda, Brazil, British Virgin Islands, Cayman Islands, Chile, Dominica, Dominican Republic, Ecuador, Grenada, Guyana, Haiti, Honduras, Jamaica, Mexico, Montserrat, Netherlands Antilles, Panama, Paraguay, Peru, Saint Kitts-Nevis, Saint Lucia, Saint Vincent and the Grenadines, Turks and Caicos Islands, Venezuela

Special meeting (Feb. 1983)

- Uruguay

Thirtieth session (June 1983)

- Belize, Colombia, Costa Rica, Nicaragua, Trinidad and Tobago

2. The remaining programmes (Bolivia, El Salvador, Guatemala and Suriname) were the subject of reviews during the first half of 1982 which resulted in decisions either to maintain their present orientation through the end of the period for which they were approved (e.g.: Guatemala, whose present programme covers the period through December 1983) or to extend them for one year to facilitate an in-depth new programming process (Bolivia, El Salvador and Suriname).

3. Consistent with the spirit of the Governing Council decisions 80/7 and 81/15 which invites the Administrator to establish procedures for continuous programming in consultation with the Participating and Executing Agencies and the Governments the Regional Bureau for Latin America is placing considerable emphasis in the third programming cycle on greatly improved and efficient programme management, through advanced planning of reviews and programming activities. The findings and recommendations emerging from these reviews and programming activities are expected to facilitate decisions on the use of available UNDP resources. Country programming has become a continuing activity, the status or progress of which will be assessed and reported periodically. In that context, the country programme periodic review will take the form of an analysis and synthesis of the conclusions of review and programming activities carried out during a certain period, to be presented in a structure forward-looking report, rather than that of an elaborate separate exercise.

4. The region will be particularly active in reviewing the programmes during the second half of 1983, when the large number of country programmes approved by the Council in May 1982 will start to be re-examined. In the meantime and in the light of the requirement to programme resources at 55 per cent of the illustrative IPFs, actions have concentrated on continuing to ensure the financial viability of each programme, mainly through the review of project budgets and the negotiation of increased cost sharing arrangements; actions which have contributed to maintain the momentum of the activities. The excellent response of the Governments of the region in spite of the severe financial limitations they face, must be interpreted as proof of their solid commitment to their respective programmes.

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Implementation of selected country programmes

5. With regard to the country programme for Cuba, approved by the Council in June 1981, 18 projects were approved in 1982, 16 having started activities that same year and two in early 1983. A major achievement in 1982 was the response of the Government of Cuba and the United Nations system agencies involved to the start up of the new projects. Demonstrating considerable flexibility, the parties concerned were able to modify project budgets up to the end of the year, thus ensuring the priority missions and provision of inputs.

6. Other successes include:

(a) After years of research, the project Bagasse Research Centre, (CUB/73/006 and CUB/82/003), finally demonstrated the technical feasibility of producing bagasse-based newsprint on a regular basis. The purpose-built plant was part-financed by UNDP. This development has far-reaching implications and potential for the sugar-producing countries of the third world;

(b) The Research and Control of Marine Pollution project (CUB/82/001), carried out a series of successful activities which promoted the adoption of measures for the further protection of the environment;

(c) The project Strengthening of the National Institute of Public Health (CUB/77/002) enabled the Carlos J. Finlay Institute to produce typhus, diphtheria and pertussis vaccines on a regular basis;

(d) The project Development and Implementation for a Maintenance Programme for the Cuban Sugar Industry (CUB/77/004) helped to create a maintenance research and support unit at the ICINAZ (Cuban Institute for Sugar Research) centre at Quivicán, whose methods and approaches are presently of considerable interest to other countries in the region. GEPLACEA, the Latin American and the Caribbean Sugar Exporting Countries Group, has been requested by its member countries to develop and implement a regional scheme to provide support in the maintenance aspects of sugar mills, utilizing the experience gained through this project.

7. All projects mentioned in the country programme for Honduras (1982-1986) were initiated in 1982. This is most significant as the projects were all based on co-financing arrangements and had their cost-sharing payments assured before starting operations. The programme, which became operational by the end of 1982, addresses the country's development priorities with rather innovative characteristics insofar as co-financing is concerned. New sources of co-financing include: third-party cost-sharing with the Government of the Netherlands, while negotiations are underway with the Governments of Italy, Switzerland, the United Kingdom; (the Interamerican Development Bank (IDB) and the World Bank have been closely associated) and arrangements have been made with the World Food Programme for the partial sale of the commodities to cost-share a small irrigation project. The total resources so far obtained amount to over \$16 million i.e., \$2 for each \$1 of the IPF.

8. It is also worth mentioning that the programme has very clear objectives concerning its role to promote investment-oriented activities, self-reliance and local development. Over 50 per cent of the programme consists of projects for the improvement of life of the less favoured groups, particularly in rural areas, and it relies heavily on local institutions, including non-governmental organizations.

9. The only changes to the programme in 1982, resulting from a main operational requirement for cost-sharing in each individual project, were the replacement of the project in Agricultural Planning with a Fishery project and the combination of the regional co-operatives and the farmers training projects into a single project designed to bring Honduran peasant women into the mainstream of development.

10. Other successes include:

(a) Rural Health Centres (HON/81/001). The re-equipment of 208 rural health centres (or 40 per cent of the total) was one of the goals of this project. A more thorough analysis of the real needs and the updating of standard lists of equipment and furniture required for such centres have allowed the project to largely exceed its goal by re-equipping 461 centres (or almost 90 per cent of the total). This important objective, coupled with the training of local personnel which began in early 1983, will allow the Government to achieve the long-sought expansion of health services to rural areas. This will be achieved at a level of technology adequate to the real needs of the people, using auxiliary staff of the formal health sector, and with the participation of the local communities through the development of their organizations and the training of local personnel;

(b) Regional Planning (HON/82/001). The pre-feasibility study of the Aguan River Valley agricultural development and land protection schemes has been completed. The feasibility study is now underway. The Government has declared the project as top priority due to the great potential of the area in terms of agricultural production and farmers' settlement within the framework of the agrarian reform policy which has been pursued by the authorities in the past years. The project is expected to lead to investment opportunities estimated at \$60-70 million.

11. The reduction of resources of the Multi-Island Programme for the Eastern Caribbe from \$8.5 million during the second cycle to \$4.5 million in the third cycle necessitated a reorientation of activities under the programme and a strict definition of priorities. These priorities were further refined during 1982 in light of the requirement to programme resources at 50 per cent of the illustrative IPF. In this connection, special emphasis was placed on agriculture, statistics and the development of health laboratories as compared with the broader emphasis on industrial development, improvement in social security, civil aviation, tourism development, meteorology and the provision of economic advisory services, all of which were previously supported when more resources were available.

12. In agriculture, the project on Caribbean Agricultural Development and Advisory Training Services (CARDATS) (CAR/81/002) which is to develop and apply technology suited to small farming and to establish a revolving credit scheme for the purchase of agricultural inputs, has made a significant impact on small farm output by expanding the number of farmers engaged in agricultural production and by increasing the efficiency of such production. Responsibility for the execution of the project, which was previously executed by the Food and Agriculture Organization of the United Nations, has recently been transferred to the Caribbean Community Secretariat. Similarly, the project on statistics has provided support to the Organization of Eastern Caribbean States Secretariat as well as member Governments in the development of an effective statistical base which has served as a critical input in economic planning. The statistics project, in fact, provided not only the services of national accounts statisticians but also ad hoc consultants to carry out household surveys and to provide training in statistical methods. The Caribbean Health Laboratories

project (CAR/78/003) has also contributed to the development of effective diagnostic facilities in the region. For example, it has succeeded in establishing the Princess Margaret Hospital in Dominica as a reference centre for histocytopathology and hematology servicing the small islands of the Eastern Caribbean.

13. A number of important innovations have been introduced in the programme in order to compensate for the reduction in resources. For example, efforts have been made to combine resources available under the programme with contributions from country IPFs in order to provide a co-ordinated and integrated approach to the solution of common problems. Similarly, a number of cost-effective modalities, such as Government execution, the use of regional expertise and Transfer of Know-How through Expatriate Nationals (TOKTEN)-type arrangements, have been utilized in the implementation of projects.

14. The Dominican Republic reviewed the status of its country programme in early 1983 and decided not to introduce any significant modifications. The Government arrived at this decision after examining the initial results of 10 projects approved in 1982 in areas which had been assigned priority at the time of presentation of the country programme document. Progress in six ongoing projects which started in prior years was also examined. The programme review confirmed the decision of the Government to increase the use of New Dimensions of Technical Co-operation, e.g., the promotion of Technical Co-operation among Developing Countries particularly with Colombia, Mexico and Venezuela; to this effect, a recent mission was carried out by a Government official of the Technical Secretariat of the Presidency of the Dominican Republic to Venezuela and Colombia so as to initiate the necessary contacts. Similarly, the programme provides for the optimal utilization of inputs from regional projects and to this effect 13 projects have provided support to UNDP-financed national projects and other sectoral endeavours in areas such as rural development, export promotion, maritime transport, control of African swine fever, fisheries, telecommunications, etc. Also, regular programmes of United Nations system agencies have provided technical assistance in areas such as geochemical exploration, use of computers, economic planning, statistics, construction technology, etc.

15. Other successes include:

(a) The Planning and Statistics project (DOM/81/001), is strengthening the technical capacity of the National Planning Office and the National Statistical Office. It has contributed in the preparation of The Policy Guidelines and Investment Programme 1983-1985; assisted in the establishment of the Projects Department of the Planning Institute; contributed to the elaboration of a master plan for the rice-producing area (Sabana de la Mar-Nisibón); helped in the elaboration of a policy for continued import substitution in the industrial sector; and assisted in the preparation of the diagnosis of the energy sector. In addition, it has helped in the establishment of the central census registry; assisted in the ongoing censal cartography of the country; co-operated in the design of census material and helped carry out sample surveys;

(b) The project Support to the Education Sector (DOM/80/001) is geared towards strengthening the policy decision-making bodies in the Secretariat of Education, and, among other achievements, it has helped in the preparation of the National Educational Development Plan 1981-1985; assisted the Secretariat in the preparatory work for the establishment of a department of organization and methods; carried out an inventory of the procedures in practice within the Secretariat; and supported the formulation of assorted manuals. The project is expected to achieve its planned objectives and the Government has supported the project with cost-sharing from the Second IBRD Education Loan;

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(c) Export Promotion (DOM/76/003) has the objective to promote the export of non-traditional agricultural products. It has set up pilot production areas with associations of small agricultural producers and has successfully exported fresh fruits and vegetables to markets in the United States and is now exploring markets in the Caribbean area. Advice has been provided in the areas of seed selection, agricultural techniques, packaging and market research and the viability of the export of non-traditional agricultural products has been proven. Several national and foreign investors have already initiated activities on the basis of this experience.

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