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SUPPORT

PROGRAMME PLANNING

COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

Implementation of selected country programmes in the
Asia and Pacific region

Report of the Administrator

Summary

This report is presented in accordance with Governing Council decision 81/15 which endorsed the Administrator's proposal to submit to the Governing Council and annual progress report on the implementation of the various country programmes, highlighting significant developments in selected programmes.

Information is provided on the implementation of programmes in the recipient countries and territories of the Asia-Pacific region and on programme commitment, delivery, content and directions. Similar information is provided concerning the intercountry programme. The paper also examines management of new programmes and of those for large aid recipients. Information concerning review and monitoring practices in Sri Lanka is presented as a case study. Finally, the paper reports on a special project review exercise conducted during 1982 and 1983 and on the round-table meeting UNDP organised for consultations between the region's least developed countries and their development partners.

I. BACKGROUND

1. The Governing Council, by decisions 80/7 and 81/15, invited the Administrator to report on a selective basis on the implementation of country programmes. Within the Asia and Pacific region, there are 33 recipients of UNDP technical assistance where government officials, UNDP field staff and agency personnel periodically review activities. The timing and form of these reviews are individually designed to suit the special circumstances of each situation, and the particular programme of UNDP assistance. In addition, the regional or intercountry programme of UNDP assistance is also systematically reviewed.

2. Of the 33 recipient countries and territories, 30 have ongoing country programmes approved by the Governing Council. The three others are being assisted by UNDP with Governing Council endorsement, but do not have country programmes due to the relatively small amount of assistance in the case of two and special circumstances with respect to the other.

3. By 1983, the programming process for the third cycle for the Asian and Pacific countries was basically complete. Twenty-eight country programmes have been approved at earlier Governing Council sessions; two programmes (Afghanistan and Singapore) are being submitted for consideration and approval by the Council at its thirty-first session; and six country programmes (Burma, Fiji, Indonesia, Nepal, Tonga, and India) will be prepared and presented to the Council in 1985.

A. Annual reviews: selection of countries

4. During 1983, formal reviews of country programmes were jointly conducted by the resident representatives and the Governments in 22 countries*, including most of the larger programmes in the region. In the case of most of these countries, the reviews are established annual events. Senior officers from UNDP headquarters were able to participate in several of these reviews, and in many cases, representatives of other United Nations organizations and the executing agencies were also invited to participate.

5. In the case of two of these countries, Afghanistan and Singapore, the reviews were a prelude to the preparation of new country programmes. India and Indonesia will do the same in 1984.

6. Among the countries and territories that did not hold formal reviews in 1983 were several of the 12 Pacific islands where the modest size of the programme lends itself more appropriately to review and monitoring on a project-by-project or sectoral basis. At the other extreme of size, the programme in Bangladesh was examined last year in the context of a broader review conducted by the Government of its total development activities.

* Afghanistan, Bhutan, Burma, China, Fiji, Indonesia, the Lao People's Democratic Republic, Malaysia, Maldives, Nepal, Niue, the Philippines, Samoa, Singapore, Solomon Islands, Sri Lanka, Thailand, Tonga, Trust Territory of the Pacific Islands, Tuvalu, Vanuatu, and Viet Nam.

7. The intercountry programme for Asia and the Pacific was the subject of intensive reviews at the sub-regional, sectoral and project levels.

8. The characteristics of the country reviews (dependent on the nature of the programmes themselves) predictably reflect the circumstances of each individual country. However, they also reflect common features of the various categories to which the countries belong; for example, features that spring from geographic or economic associations (the South Pacific countries, the ASEAN countries, etc.); from stage of development (newly industrial, least developed, etc.); and/or from the scope and history of associations with UNDP and other sources of external assistance. These common and distinct features are discussed in Chapter III below.

B. General trends in country programme implementation

1. Programme commitment and delivery

9. In 1983, the implementation of the UNDP-supported programme in the Asia-Pacific region was very much in a mid-stream situation: 12 country programmes were approved in 1983; 2 programmes were in their first year; 17 were between the second and fourth years; and 2 were in their fifth year. Despite UNDP's overall financial constraints, all these programmes were moving forward strongly: of the total programmable resources for Asia and the Pacific of \$1,100 million (55 per cent of the indicative planning figures (IPFs) for the third cycle), by the end of 1983, \$772 million, or 69.5 per cent, were committed in already approved projects, with approximately half of the remaining uncommitted funds allocated to a firm project pipeline.

10. The programme delivery situation during 1983 was not as encouraging. It is estimated that expenditures will have been somewhat less than \$200 million, below the 1982 delivery figure and considerably less than the region's target. There is no question that the financial uncertainties and the caution on commitments in 1982 were still having an effect during the following year. This is especially so in the case of larger IPF countries of the region where particular difficulty was encountered in achieving the requisite momentum between the second and third cycles. On the other hand, it must be acknowledged that a larger delivery in 1983 would have resulted in a downward curve of UNDP programme activities in the remaining year of the third cycle for a number of Asia and Pacific countries. As it is, most country programmes and the regional programme have a strong commitment situation and should follow a healthy delivery curve between now and 1986.

11. As a major initiative to supplement its own resources in the service to Governments, UNDP in 1983 strengthened its efforts in resource mobilization both by recipient Governments and by third parties. Some 7.5 per cent of actual delivery in 1983 was in the form of Government or third party cost sharing, and strenuous efforts are being made to increase this figure.

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2. Programme content and directions

12. The programme reviews conducted in 1983, complemented by other analyses and reporting, indicates that for the Asian-Pacific country programmes there is a general trend of stability in terms of programme content as indicated by sectoral distribution. During 1982, the sectoral distribution of UNDP assistance was by-and-large consistent with the pattern during the second cycle: agriculture, fisheries and forestry accounted for about 23 per cent; industry for 15 per cent; natural resources for 14 per cent; and transportation and communications for 12 per cent. One shift in 1983 was that the natural resources sector accounted for 18 per cent and replaced industry as the second largest sector. The distribution among the remaining sectors did not vary significantly, with agriculture accounting for 23 per cent, industry for 14 per cent, and transportation and communications for 11 per cent.

13. In terms of the component breakdown of UNDP inputs, 1982 (the first year of the third cycle) saw a significant change from the pattern of the second cycle. The personnel component remained more or less without change, at around 38 per cent of all project expenditures. In training, there was a notable increase from 11.8 per cent to 15.8 per cent, and a sizeable decrease in equipment, from 35.4 per cent for the second cycle as a whole to 31.4 per cent for 1982. The record for 1983, with personnel absorbing 39.4 per cent, training 19.8 per cent and equipment 27 per cent of total project expenditures, indicates that this could be a trend for the rest of the third cycle.

(a) Government execution

14. Where changes are more noticeable, however, is in the manner in which projects are implemented and modalities by which UNDP technical co-operation is delivered. The trends noted in earlier years continued in 1983. The number of projects directly executed by Governments continued to increase. In 1981, there were 27 such projects in the region. This increased to 56 in 1982, and at the end of 1983, there were 64 government-executed projects in the Asia-Pacific region. Within the region, government execution still accounts for a modest but increasing share: 1 per cent of resources in 1979, 3 per cent in 1982 and 4.7 per cent in 1983. In terms of UNDP assistance world-wide, however, the Asia-Pacific region accounts for about 45 per cent of all government executed projects. In India, specifically, a decision was made during the year to scrutinize each project proposal in terms of its possibilities for government execution.

(b) National experts

15. Similarly, there was an increasing use of national experts in UNDP-assisted projects, although the level of application varies distinctly among countries in the region with Sri Lanka, Bangladesh, Thailand, Indonesia, Nepal and Pakistan being the prime users. The use of national experts began in 1981 when 258 work-months of such services were provided. In 1983, 1,404 work-months were provided. Overall, during the period, 134 projects in 17 countries, as well as 20 inter-country projects provided 1,855 workmonths of such services for an expenditure of \$4.3 million.

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(c) TCDC

16. TCDC activities continued to be encouraged and supported. Of particular note was the success achieved by the intergovernmental consultations on TCDC held by the Chinese Government with the support of ESCAP and UNDP in November 1983. Ten countries of Asia and the Pacific participated in the consultations and, based on a prior survey and matching of capacity needs, 36 specific projects, 32 of which were of a bilateral nature and 4 of a regional nature, were identified.

17. Indonesia provided another example of TCDC activity during the year. Approximately 25 courses/study tours were carried out in 1983 under a UNDP-assisted TCDC support project, INS/78/066. The purpose of these courses was for the participants from various developing countries to learn from Indonesian experience in various technical fields and to exchange views on their own experiences. The total number of participants in the courses was about 130 from 23 countries of Asia, Africa and Latin America. UNDP financed the participants' travel and certain other expenses under INS/78/066; the remaining expenditures during the courses were met by the Indonesian Government.

(d) Networking

18. Networking was another main theme of the year with respect to the inter-country programme. This involved technical co-operation among several national institutions, or projects, to achieve common goals. Networking presupposes a number of existing and self-supporting national institutions in different countries willing and ready to work together. The promotion of this concept of development co-operation is a keynote of regional programming in Asia and the Pacific for the present and future.

II. IMPLEMENTATION AND REVIEW OF THE INTERCOUNTRY PROGRAMME

19. The review of the intercountry programme (ICP) in Asia and the Pacific had particular prominence in 1983 and early 1984. The period was notable for the concentrated efforts made jointly by the Governments, the executing agencies and UNDP to review the current programme in preparation for the second meeting of development assistance co-ordinators now scheduled to take place in Bangkok in May 1984. This constitutes the mid-term review of the ICP.

20. The programme of co-operation with the developing Pacific island countries was thoroughly reviewed at the intergovernmental meeting in Vila, Vanuatu, in April 1983, while a UNDP/ASEAN dialogue meeting was held early in 1984 in Bangkok. A wide range of review activities were also carried out in 1983 at the sectoral and project levels. There was a headquarters desk review of the 37 largest projects, constituting nearly two-thirds of the ongoing programme, from which 8 were selected for more intensive review involving Governments, project personnel and UNDP field offices. In addition, formal review missions were mounted in respect of several of the largest and long-standing programmes: the Mekong River Basin, the Asia and Pacific Development Centre, the Asian Programme of Educational Innovation for Development and groups of projects in the

labour sector and in civil aviation training. A relatively new programme in the energy sector was also reviewed.

21. A number of themes emerged from these reviews and will be presented to the Bangkok development assistance co-ordinators meeting. It was noted, first, that in many cases the justification for a regional approach was couched in terms of either the usefulness of an exchange of information, or the economies of scale resulting from providing training or expertise on a regional basis. While these factors were important, they did not by themselves appear sufficient to warrant substantial expenditures by UNDP, especially where the project was attempting to cover the entire region. Projects offering a stronger rationale for a regional approach would tend to be those whose very essence is regional such as communications or cyclone forecasting, or which aim to strengthen inter-governmental co-operative mechanisms, such as the Asian Clearing Union, which command firm governmental support as manifested by their member's financial participation.

22. A related theme was that of project formulation. Project objectives were not always found to be clearly defined, and such modalities as the networking possibilities among existing institutions (see paragraph 18 above) were not fully integrated into project designs. Some project documents tended to overlook or paid insufficient attention to the management aspects of projects, such as the mechanisms by which Governments are to co-operate during the lifetime of the project, and where appropriate, thereafter. The review concluded that, in the case of new, large-scale projects, it may be appropriate to arrange for a mission to be fielded at the formulation stage in order to verify the rationale for a regional approach and gather baseline data to permit a precise definition of project objectives and outputs and provide a basis for subsequent project evaluation. As regards the major ongoing projects, missions will be fielded annually, on a selective basis, with a view to keeping such key issues as these under continuous review in accordance with the requirements of accountability.

23. A further theme that emerged from the review was the regularity with which difficulties had been encountered in phasing out support to regional projects having a long duration, and transferring core-funding responsibility to the participating Governments. This situation appeared to have arisen because, in contrast to country-level projects, counterpart contributions other than from the host Government had not often been a requirement of participation. Similarly, participating Governments had not always been actively engaged in project formulation or indeed in the effective and continuous monitoring of activities once projects were launched. In addition, there appeared in certain cases to have been some uncertainty about the time over which institutional support should continue. The difficulties encountered in the transition to government management and funding tended to disappear when Governments and UNDP field offices were more integrally involved in project formulation. Possible ways of encouraging development of self supporting networks, such as including schedules of government contributions, in cash or in kind, in the initial project design, will be reviewed with Development Assistance Co-ordinators.

III. IMPLEMENTATION AND REVIEW OF SELECTED COUNTRY PROGRAMMES

24. In a region as large and diverse as Asia and the Pacific, and which has a UNDP/IPF programme which is the largest in the world, it is undesirable to make region-wide generalizations about the nature of programme implementation, or to extrapolate on the basis of developments in any one country or countries.

25. Therefore, as indicated in paragraph 8 above, an attempt is made in these pages to select examples of activity from among countries whose programmes display characteristics of the group or groups to which they belong: there are groups based on commonality of geography or economic systems: the South Asian countries; the ASEAN countries; the South Pacific countries; and the centrally planned economies. There are groupings based on stage of development: obviously the 7 LDCs of the region; and the newly industrialized countries exemplified by India, the Republic of Korea, and several of the ASEAN nations. Next, there are the similarities and diversities that spring from the size and length of association with UNDP and with external assistance overall. The programme in a country like Bhutan, for which UNDP is a principal source of international external aid, has obviously differed from the programme in Bangladesh where UNDP inputs represent roughly 2 per cent of all development assistance. The way the Government uses UNDP assistance in the Democratic People's Republic of Korea, which has received international aid only since 1979, is markedly different from the way it is used in Thailand, which has been a participant in United Nations programmes since the late 1940s, and whose economic system is entirely different.

A. The newer programmes

26. Individual though it is, China is also characteristic of the countries with more recent experience as aid recipients, and also of the centrally planned economies. Every project in the China programme (including those UNDP-assisted) is in the national plan because it is a priority. To change the project is thus to change the priority, and by implication, the plan. In anticipation of such a problem a phased approach to programming was adopted in the country programme. For the latter part of the programme, only areas of need were identified.

27. A two-day review of the China programme was held in December 1983, focusing equally on policy issues and individual projects. Twenty-one officials of the Government participated in the exercise. The policy issues considered during the review included: resource mobilization, including cost sharing; criteria for pipeline proposals; government execution; reporting; monitoring and evaluation; as well as TCDC and intercountry activities. As such, this constituted a most comprehensive review exercise and one which certainly constitutes a major instrument for programme management in that country.

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28. Viet Nam also has a centrally-planned economy, and is a country with a relatively new and large UNDP-supported programme. It is a country which decided from the beginning to have a limited number of high impact projects. Country programme reviews in Viet Nam have been held on a semi-annual basis since early 1981. This was decided upon in view of the large size of Viet Nam's second-cycle IPF, and in response to the Government's desire to have more frequent opportunities to review and discuss the application of UNDP policies and procedures. Such semi-annual reviews have also allowed continuous country programming to reflect more specifically the evolving needs of Viet Nam.

29. The last country programme review was held in late November 1983 and witnessed a constructive, frank and business-like dialogue between the Vietnamese Government officials concerned, UNDP and FAO (being the largest executing agency in Viet Nam). During this review, it was clearly evident that the Government had seriously strengthened its internal appraisal and review process of project proposals, which now includes analyses in depth of project objectives, design inputs and outputs. In addition, the Government adopted a strict methodical approach to ensure that local infrastructure and necessary project inputs, both physical and in personnel, were available before UNDP funds were approved for a project. In cases where projects had encountered difficulties, the Government had not hesitated to establish problem-solving, action-oriented management committees, and in those few hard cases where technical ministries had had serious difficulties in providing their contribution to the project, commissions of inquiry had been set up.

30. Recognizing the still relative newness of the partnership with UNDP and the United Nations system agencies, the Government of Viet Nam also organized a seminar on the United Nations development system and its activities, procedures and policies prior to the country programme review. Participants included all the technical ministries interested in or already involved with United Nations development system agencies, as well as representatives of UNDP, UNICEF, FAO, UNESCO and UNHCR. It dealt with the policies, procedures and modalities of working with the international organisations. At the conclusion of the seminar, the Government felt very strongly that it should be repeated in the coming year, both to strengthen the understanding of those who had attended, and to allow for new participants from other government ministries to become involved.

31. The Viet Nam and China programmes are ones that "got off the ground" with unusual speed. The new UNDP involvement in the Islamic Republic of Iran, after a gap of several years, has been slower in developing as the Government systematically and scrupulously informed itself on the most appropriate use of UNDP resources, and as the inter-national organizations overcame some of the initial problems of implementation. During 1983, programme management concentrated on the few operational projects and the year's priority was given to the development of new pipeline projects and commitments. The Government continues to focus its attention on training and on the re-establishment of infrastructural services and facilities.

B. The large aid recipients

32. India, Bangladesh and Indonesia have the heaviest and most varied associations with external donors of any countries in the region, and this is reflected both in the eclectic content of the UNDP programmes and in the Government's mechanisms for review and for new programming.

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33. The Government of India has established an extensive review mechanism and well-defined criteria for all externally assisted programmes, including the UNDP country programme. Inter-departmental consultations, attended by substantive as well as financial and policy co-ordination agencies, are held periodically to review the impact of the ongoing activities and the future priorities of the national development plan. In 1984, the Government's review will examine the technical assistance needs of the Seventh Five-Year Plan and identify priorities for UNDP's assistance, to be elaborated subsequently in the third country programme which is expected to be submitted to the Governing Council in 1985.

34. At the operational level, each project is formulated in close consultation among the Government, the executing agency and UNDP. It is screened through several agencies of the Government in respect of its priority rating, preparedness of the concerned department, availability of financial and human resources to implement it, and the possibility of obtaining or producing the requested inputs locally.

35. Bangladesh, as reported to the Council last year, began in 1982 and continued in 1983 a stringent scrutiny of its entire development programme, including activities assisted by UNDP. The Government itself is trying to learn from its experience and to apply this to improved management of the assistance it receives. The Government went on public record to state that fiscal year 1983/1984 will be "The Year of Implementation", so that the fullest possible utilization of aid funds can be achieved. On a trial basis, the Implementation, Monitoring and Evaluation Division (IMED) of the President's Secretariat has issued a standardized form for the use of interested aid donors in bringing "problem projects" to IMED's attention and for shared monitoring of such projects. The form is used for reporting to government ministries and agencies, and to IMED on a quarterly basis, urgent problems which could not be resolved by line ministries or agencies within a reasonable period of time. In the Local Consultations Group (LCG) of aid donors, sub-groups were formed, according to donors' interest and experience, to undertake further work on project implementation problems having to do with operation and maintenance of projects, customs procedures, restrictive directives on staffing or vehicles, delays in decision-making and inappropriate personnel policies.

36. Indonesia has been undertaking sectoral reviews of the UNDP-supported programme. These are being carried out during 1983, and will continue in 1984 as necessary steps in the process of preparing the new country programme, 1985-1989. The country programme, coincident with the next five-year national development plan, will involve, by the Government's decision, co-ordination with the programming for all other United Nations system-supported activities. Under the chairmanship of the Government, all United Nations system organizations in the country are currently discussing the methodology and procedures to be followed in carrying out the proposed co-ordinated programming of United Nations resources.

C. The least developed countries

37. Of the seven LDCs, six - Afghanistan, Bhutan, the Lao People's Democratic Republic, Maldives, Nepal and Samoa - undertook annual reviews in 1983. However, the more important UNDP-related event for the year was the holding of a joint series of round table meetings with the Governments of five of the LDCs and their present and prospective development partners, as was initially reported at the thirtieth session of the Council.

38. The meetings were held in Geneva from 9 to 18 May 1983, and were attended by representatives of 37 donor Governments, 11 funding institutions, 26 specialized agencies of the United Nations and 7 non-governmental organizations. These 81 development partners jointly examined, with delegations of Afghanistan, Bhutan, the Lao People's Democratic Republic, Maldives and Samoa, each country's development strategy and the related external assistance needs. Bangladesh and Nepal, the other two LDCs in the region, participated in the overall meeting, but did not have consultations with their development partners as they each have standing arrangements with the World Bank for such consultative meetings.

39. During one-day-long country sessions, each LDC elaborated on its development strategy and the development partners outlined their committed development assistance to each LDC, or their intentions for the future. In addition, there was special topic sessions on aid modalities and trade issues.

40. While the Asia-Pacific LDCs requested the UNDP to be their principal partner in the round-table exercise, ESCAP, the World Bank, the Asian Development Bank and UNCTAD provided valuable advice and collaborated fully during the preparations for and at the meeting itself.

41. It was the expressed opinion of the majority of the participants in the round-table exercise that the meeting had achieved several results, including:

(a) The capacity, credibility and resolution of the Asia-Pacific LDCs as architects of their own development strategies, plans and programmes were clearly demonstrated;

(b) The exposure of the international community to an organized presentation, and indeed a ministerial-level explanation, of the economic strategy of these LDCs, was invaluable in terms of mutual understanding;

(c) The documentation prepared for the meeting by each LDC, presenting its development strategy and the related external assistance needs, was itself a significant achievement. In several instances, the material presented was hailed as the first time such complete information had been organized in so coherent and integrated a manner.

D. Project reviews and evaluations: Sri Lanka as a case study

42. Apart from review of country programmes, an essential part of programme and project management is UNDP's system of tripartite reviews and evaluations.

43. During 1983, for the entire Asia-Pacific region, there were about 1,500 ongoing UNDP-assisted country projects. Of these, approximately 750 have a UNDP contribution of \$400,000 or more and, thus, according to policy, require a tripartite review at least once each year. During 1983, 351 tripartite reviews of large-scale projects did indeed take place and 451 are anticipated in 1984.

44. UNDP operational policy calls for a formal evaluation of all projects with a UNDP contribution (including cost-sharing) of \$1 million or more at least once during their implementation. There are 365 such country projects in Asia and the Pacific that, according to UNDP's computerized records, were ongoing as of November 1983. During 1983, 48 evaluations were conducted. Evaluations are planned for about 175 projects during the three-year period 1984-1986, with 79 of them scheduled for 1984. Another 11 projects below \$1 million will be evaluated in 1984 because they have "innovative, critical, complex or unusual" features.

45. The manner in which such reviews are conducted and their utility can be exemplified by Sri Lanka, where both the government authorities and the Resident Representative have worked out special arrangements.

46. The Director or Deputy Director of the Department of External Resources, Ministry of Finance and Planning, attends and often chairs tripartite reviews. The sectoral ministries are usually represented by the Secretary (the most senior Civil Service level) and, not infrequently, by the Minister. The Resident Representative represents UNDP, along with the programme staff. Representatives to the multilateral and bilateral agencies having parallel or complementary activities also attend.

47. Half-a-day is allocated for each review, normally held at the project site or at one of its regional/rural centres of activity. With an average of 35 tripartite reviews conducted twice a year, this means 1 1/2 months of the Resident Representative's time is devoted to such formal monitoring, excluding regional projects located in Sri Lanka. If one multiplies this by the 8 to 10 persons attending each review and the time it takes to get to project sites, it can be seen that considerable resources are devoted to formal monitoring, quite apart from regular day-to-day monitoring, by both government and UNDP staff.

48. It is worth noting that the Sri Lankan Government's External Resources Department (ERD) indicates that the tripartite review system is unique to UNDP: no such facility exists for them to receive the assistance of other donors.

49. Finally, the Government of Sri Lanka has set aside a separate sum of money from the IPF to finance independent project evaluations during the third country programme (1984-1986) and intends to second a staff member from the Ministry of Finance and Planning to each such exercise to help build up its own central evaluation capability.

E. Selected Projects Implementation Review Exercise (SPIRE)

50. As was reported to the Governing Council at its thirtieth session, a special initiative has been undertaken within the Asia-Pacific region during

the last years in the area of project monitoring. A total of 95 ongoing country projects were selected in 1982 and another 82 in 1983, in 23 countries of the region, and submitted to a process called the Selected Projects Implementation Review Exercise (SPIRE). This exercise focuses attention on projects which have encountered, or could encounter, problems due to their complexity or other design and operational factors. The exercise also serves to test the effectiveness of monitoring procedures overall. The parties concerned examine the specific problems of each project using established procedures: visits, reports, and reviews.

51. The 1982 SPIRE identified and analyzed shortcomings in project design, operational policy decisions, provision of inputs, administrative support, and in reporting and evaluation.

52. The 1983 SPIRE dealt with another 82 projects: as in the previous year, they covered all types and sectors. However, attention was given to energy, equipment-intensive, and pre-investment projects. The special coverage of these three categories is expected to permit lessons of general validity to be derived in respect of monitoring UNDP assistance in these important areas.

53. With the strengthening of the UNDP's evaluation and monitoring apparatus overall, there will not need to be a separate SPIRE each year. Lessons have been learned that will make the various review processes more effective. In all these processes the role of the recipient Government is critical, as much as it is for the successful implementation of the programme. During 1983, the knowledgeable and assured role of the countries of the Asia and Pacific region was more than ever a hallmark of the year's activities.
