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P O L I C Y

UNITED NATIONS TECHNICAL CO-OPERATION ACTIVITIES

Report of the Secretary-General

Summary

In response to Governing Council decision 79/22 this annual report provides an overview of the work of all relevant organizational entities of the United Nations with responsibility for technical co-operation and detailed information on the activities of the Department of Technical Co-operation for Development. It is divided in four parts as follows:

- Part I - Policy considerations relating to the Department of Technical Co-operation for Development (DTCD), as well as an analysis of the relationship between programme delivery and administrative costs and details on the use of the resources of the United Nations Regular Programme of Technical Co-operation (present document)
- Part II - Information on the Technical Co-operation Programme of DTCD (contained in DP/1984/42/Add.1)
- Part III - Summary of the technical co-operation programmes of other entities (contained in DP/1984/42/Add.2)
- Part IV - Statistical information (contained in DP/1984/42/Add.3)

The present report raises for the consideration of Governments important issues of policy stemming from recent financial trends in development co-operation and it draws attention to the major streamlining of the Department's organizational structure undertaken as a result of the 1983 financial situation, as well as to the steps taken to reduce administrative costs. It highlights issues of special concern to DTCD such as country programming, least developed countries, new technologies, monitoring and evaluation of projects, and pre-investment and investment follow-up. In view of the decline in 1983 in value of DTCD field activities in key economic and social sectors, Member States are invited to provide guidance for concrete measures which might be taken to ensure the sustained effectiveness and viability of the United Nations main operational arm for technical co-operation. These would address the need to make greater use of DTCD's technical and executing capabilities, to facilitate greater access to available financing and to streamline operational functions in order to improve the co-ordination of activities within the United Nations Secretariat.

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INTRODUCTION

1. In preparing the Secretary-General's report on the United Nations technical co-operation activities, the Department of Technical Co-operation for Development has endeavoured to assemble and present the material in order, first to convey a comprehensive overview of all the technical co-operation provided by the United Nations and the entities directly depending on it, and second to highlight policy issues on which guidance is required from legislative bodies. The objective has been to draw the attention of Member States to the special characteristics of these programmes and to facilitate the involvement of governments in solving operational problems encountered over the past year in meeting the needs of developing countries, on the basis of the achievements recorded and the lessons learned.

2. In order to achieve this objective, the structure and content of this year's report have been modified, and the additional information requested in General Assembly resolution 37/232 and Governing Council decision 83/16 is also provided. The report consists of four parts:

- Part I - Policy considerations
- Part II - Technical Co-operation Programme of DTCD
- Part III - Technical co-operation programme of other entities
- Part IV - Statistical information

3. Part I follows in the present document (DP/1984/42); the remaining parts are contained in separate addenda (DP/1984/42/Add.1-3).

I. GENERAL

4. A review by legislative bodies of the technical co-operation activities of the United Nations is particularly appropriate this year. First, the thirty-ninth session of the General Assembly will review the implementation of all aspects of its resolution 32/197 on the restructuring of the economic and social sectors of the United Nations system, including proposals for further action. Secondly, DTCD has just undertaken a major realignment of its substantive and operational capabilities in response to the recommendations contained in the report of the Joint Inspection Unit (JIU) on the Department (JIU/REP/83/2) and to the changes in policy and funding levels of its main funding partners. It is therefore fitting and timely to assess the extent to which the General Assembly's intentions in remodelling the structure of the economic and social sectors concerned with technical co-operation in the United Nations have been realized.

5. A number of issues warrant the particular attention of legislative bodies in undertaking such a review of technical co-operation. The following considerations, however, focus principally on DTCD since it was envisaged by the General Assembly as the main operational arm of the United Nations Secretariat for technical co-operation activities.

II. ROLE OF THE DEPARTMENT

6. In its resolution 32/197, the General Assembly established for the first time at Headquarters a separate entity in order to strengthen the role of the United Nations in meeting the needs of developing countries for technical co-operation. This new entity - the Department of Technical Co-operation for Development - was assigned the major operational responsibility for a number of substantive areas which are critical to the support of national development efforts. These comprise development planning, development administration, natural resources and energy (including ocean economics), population and statistics, science and technology and rural and social development.

7. In the six years since its creation the Department has intensified its efforts to respond fully to present and emerging requirements of developing countries. To this end it has placed the highest priority on adapting its substantive and managerial services to changing circumstances; on ensuring the quality of its field programme and its relevance to the priorities and particular needs of individual requesting countries; and on responding energetically to global priorities for technical co-operation. The progress achieved towards that goal has been charted in previous annual reports. It is mirrored in the steady increase in requests for assistance addressed to the Department during this period. And it has been attested to in decisions 81/11, 82/19 and 83/16 of the Governing Council, as well as in General Assembly resolution 38/171, endorsing the continuing efforts of the Department as the principal arm of the United Nations for technical co-operation activities.

8. A serious brake, however, has been imposed on this hitherto unretarded progress, namely the decline over the past two years in the availability of resources for the Department to discharge its responsibilities towards developing countries and to carry out the programmes expected of it.

III. CURRENT FINANCIAL SITUATION OF DTCD

9. The situation facing the Department is well known to the international community. The initial drop in the DTCD programme in 1982, which interrupted the pattern of continuous growth since the Department's establishment in 1978, already prompted the Governing Council, in its decision 83/16, to note with great concern the impact on the Department of a decline in the availability of resources in key economic and social areas falling under the Department's mandate. Yet the trend only accelerated in 1983, when the project budgets available to DTCD fell again.

10. The General Assembly discussed at length the Department's financial difficulties last autumn and the consequences for developing countries of a reduction in critically needed projects executed by DTCD. Delegations commended the Department for its efforts to reduce administrative costs and to improve the efficiency and effectiveness of its programme. Additional measures need to be taken in this direction which should not, however, limit the Department's scope for constructive action. This issue will be addressed in the context of the Secretary-General's report on the implementation of General Assembly resolution 32/197 which will be submitted to the thirty-ninth session of the Assembly and will include as appropriate proposals for further action.

11. The Department took new measures in 1983, along the lines of those already initiated in 1982, in order to counteract the scissor effect of a continued decrease in support costs earnings and an increase in salaries and common staff costs (which represent more than 90 per cent of administrative costs). These resulted in a further reduction of nearly one third of the Department's previous manning table.

12. A major streamlining of the DTCD organizational structure was undertaken in order to accommodate in a rational manner such drastic cuts in staff, while retaining to the extent possible the wide range of technical and programming services needed in order to implement effectively the programmes entrusted to the Department. In so doing, DTCD took full account of the recommendations of JIU. Staff were redeployed to promote a more integrated approach to programme management, placing the major emphasis on the substantive aspects of technical co-operation. Managerial and technical personnel were grouped together along sectoral lines, and a merger of recruitment and administrative services was effected in order to improve the administration of project personnel. A country-specific focus was retained in a new branch which is also responsible now for country programming and evaluation.

13. The plan was implemented on 1 July 1983 and, despite this major upheaval and the strain on remaining personnel, cut back to almost two thirds of its former size, the Department was able to deliver in 1983 a programme equivalent to nearly 90 per cent of that delivered in 1982 with much greater staffing resources. Clearly the attainment of such a result demanded very special efforts at all levels. DTCD is now on a steady course and expects to eliminate its deficit in the 1984-1985 biennium, provided that the size of its programme is not further reduced. (See paras. 70-82 for further information.) It should be pointed out, in this connection, that economies of scale cannot be achieved below a certain critical mass and that further staffing cuts, particularly on the technical side, would be counter-productive since they would cripple the Department's ability to respond to the needs of developing countries in the wide area of highly specialized technical fields entrusted to it.

IV. MEASURES TO BE TAKEN

14. While the Department will continue to contain its administrative costs and to improve its processes and procedures, the extent to which these efforts can be successful depends also on factors external to the Department and hence outside its control. DTCD believes that legislative bodies can, on the basis of their past experience and in line with the support which they have expressed for the Department, take concrete measures that will ensure the sustained effectiveness and viability of the United Nations main operational arm for technical co-operation. Such measures would take into account the Department's vulnerability to certain factors including its heavy dependence on the fortunes of its main funding partners; the increasing tendency for various components of the Secretariat to provide technical co-operation directly rather than through the designated main operational arm of United Nations Headquarters; the growing trend towards duplication within the system of substantive programmes in which DTCD and its

precursor organizations have developed particular expertise; the fact that its areas of competence are the most affected by the growing involvement of financing agencies in direct project execution; the multidisciplinary nature and variety of its activities; and the lack of separate field representation.

15. It is essential, in this connection, that the Department be allowed a minimum period of consolidation after the vicissitudes of 1982 and 1983, during which there will be no further attrition of its structure or mandate, so that it may take full advantage of its newly streamlined structure and use its resources effectively for the benefit of developing countries. The Department has been encouraged to believe that it is indeed the intention of legislative bodies to uphold the mandates given to DTCD. It has noted in this connection that the General Assembly, in its resolution 38/171 on operational activities, recommended that due consideration be given to the technical expertise of DTCD for its designation as an executing agency for the implementation of projects within its mandate and reaffirmed the role of the Department within the existing technical and administrative structures, in order to avoid duplication and accomplish economies of scale.

16. The areas where measures could be taken fall into three categories: first, streamlining and consolidation of operational functions for technical co-operation within the United Nations Secretariat; secondly, greater use of the Department's technical and executing capabilities; and thirdly, greater access to available finances including non-traditional sources of funding.

A. Streamlining and consolidation of Secretariat functions

17. The slow implementation of key aspects of General Assembly resolution 32/197 has adversely affected the Department's operational efficiency and flexibility. Although that resolution provided for the clustering of functions hitherto divided among various components of the Secretariat in order to improve the delivery of services to developing countries, the process has not been completed. As a result the internal realignment recommended by JIU, which involved a streamlining of functions along substantive lines within the Secretariat, could not be completed in a number of cases where substantive support to projects remains outside the Department.

18. In view of the fact that the Department was set up in pursuance of General Assembly resolution 32/197 to strengthen the role of the United Nations in the provision of technical co-operation, it would appear logical, particularly in the present financial climate, for there to be a greater consolidation of the executing and operational capabilities of the United Nations. The intention would be for the Department, as the principal executing agency for technical co-operation of the United Nations Secretariat, to draw on the substantive resources of other parts of the Secretariat as required, thus achieving optimum efficiency and reducing further administrative costs. Such an approach was endorsed by the Governing Council in 1983.

19. The report on the implementation of all aspects of restructuring to be submitted to the General Assembly in 1984, as indicated in paragraph 10, will address various issues relating to the Department including the proliferation of executing agency responsibilities among other components of the Secretariat.

B. Greater use of the Department's technical and executing capabilities

20. While every organization in the United Nations system has been subject to financial constraints during the past two years and a solution to the overall financial situation may be found only in the long term, greater use of DTCD's technical and executing capacities would contribute significantly in the short term to the effectiveness and viability of the United Nations services in technical co-operation. It would undoubtedly help to counteract the negative effects on hard-pressed developing countries of a decline in programme value by making more efficient use of existing managerial and substantive resources at Headquarters.

21. Since DTCD's areas of competence are among those most directly affected by the growing involvement of funding agencies in the direct execution of projects which they finance, a key element in this process is the recognition of the differing, but complementary, roles of financial and technical agencies in the attribution of responsibility for executing technical co-operation projects. The progressive blurring of the distinction between the different vocations of these agencies has given rise to unnecessary duplication of operational and technical capacities already existing within the system, thereby increasing the drain on scarce resources. The Department has always supported the important role of the UNDP within the United Nations system as a central co-ordinating and funding agency charged with responsibility for mobilizing and administering funds for technical co-operation. It continues to do so, but by the same token it considers that activities which relate to project execution, rather than to project funding per se, should draw on the technical expertise of substantive agencies such as DTCD. In its report on UNDP's Office for Project Execution (JIU/REP/83/9), JIU has drawn attention to the insufficient use of the technical competence of specialized agencies in their particular fields - competence acquired over many years and at great cost. The Inspectors have pointed out that the absence of an institutionalized technical capacity to support and guide field operations - leading to inadequate technical backstopping - runs the risk of overlooking broader development goals, especially the need to transfer skills.

22. Since a high proportion of projects currently executed by OPE are in fields under the Department's mandate and where it has had considerable experience over a long period of time, greater reliance on its technical capacity would make more efficient use of DTCD's available expertise. According to the JIU report, OPE expenditures from 1979 to 1981 in the sectors of natural resources and economic and social policies and planning, which fall under the competence of DTCD, amounted to 30 per cent of total OPE expenditure on technical operations, although DTCD's technical expertise and administrative infrastructure make it suitable for many of these technical co-operation activities. It would be consistent with the many Governing Council recommendations, repeated once again in 1983, that full account be taken of the technical expertise of the Department in decisions to designate executing agencies for the implementation of UNFPA and UNDP projects, as well as the projects financed from other funds placed under the authority of the Administrator. As noted in the Secretary-General's comments on the JIU report on OPE, a joint DTCD/UNDP Task Force is to review ways and means of promoting closer collaboration in the use of their respective capabilities.

23. In a similar connection, the Department draws attention to the invitation contained in paragraph 23 of General Assembly resolution 38/171, addressed both to UNDP and to the World Bank as well as to regional development banks, to examine further possibilities of co-operation with the various organizations of the United Nations system and to ensure greater use of the facilities available there. The Department has been happy to have been involved in some initial contacts in this regard but it is too early as yet to assess the practical outcome. It believes, however, that efforts to achieve such co-operation must be kept under close review, particularly in the light of the growing presence of financial institutions in the field of technical co-operation, in order to achieve better programming and use of external aid resources. At the same time the systematic and substantive involvement of specialized agencies would ensure that developing countries have access to the full range of technical expertise and impartial advice that can assist them in selecting the option most suited to their national priorities. The needed strengthening of linkages between technical co-operation, investment-oriented activities and follow-up investment, and the translation of such needs into coherent programmes and projects can best be carried out, therefore, when full advantage is taken of the respective strengths and capabilities of funding and executing agencies.

24. UNDP has made arrangements with the World Bank for the purpose of providing specific services in the implementation of World Bank-financed technical assistance. The Department considers it very important for UNDP, when providing such services, to secure to the fullest extent possible the involvement of the executing agencies, in accordance with the above-mentioned recommendation of the General Assembly. The Department has communicated to UNDP its willingness to participate actively in the working group proposed by UNDP in order to review the various technical aspects of executing technical co-operation components of World Bank loans including the complex area of tendering.

25. The Department's financial situation has also been seriously affected by the major reduction in UNFPA funding for projects which the Department executes in the fields of data collection, demographic analysis and overall formulation of population policies. This resulted from constraints on UNFPA resources, the increasing tendency of UNFPA to execute projects directly in these areas and the impact of the decisions of the Governing Council in 1981 and 1982 to give first priority to family planning and maternal and child health services. This last factor, in particular, has severely curtailed the Department's programme and hence its ability to meet the growing requests for assistance in its fields of competence. The Population Commission, at its twenty-second session in January 1984, requested the Secretary-General to assist Governments further in establishing national institutions for the co-ordination of all population activities, to integrate population factors in national development and to provide support in the formulation, follow-up and evaluation of population policies and programmes. This request was reiterated in the proposals discussed by the Preparatory Committee for the International Conference on Population in Mexico, which recommended that particular emphasis be placed on strategic areas of assistance including those in which DTCD has traditionally been the most active. The Department intends to respond as fully as possible to such legislative directives, but the paucity of funds available for technical co-operation in these

areas at the moment seriously limits its scope for action. DTCD therefore looks to the legislative bodies for further guidance and support in reviewing UNFPA's current policies, so as to adjust them to these recent developments.

C. Access to new sources of funding

26. Since DTCD's close adherence in the past to the principle of central funding made it particularly vulnerable to the level of contributions received by its main funding partners, UNDP and UNFPA, the Department has undertaken vigorous efforts to develop closer contacts with other sources of financing. In conformity with its long-standing adherence to UNDP's central funding role, specific financial arrangements that resulted from such efforts were, wherever possible, developed in the framework of cost-sharing with UNDP involvement, rather than through separate trust funds. In particular, attention was paid to the regional development banks, in order to assist developing countries in carrying out critically needed programmes in areas within DTCD's mandate. Links were strengthened with the African Development Bank, the Asian Development Bank and the Inter-American Development Bank which is currently providing the financing for a major project in Argentina, through cost-sharing arrangements with UNDP. IADB may also provide the funding for DTCD's continued involvement in the development of the Aguan Valley in Honduras, in follow-up to the UNDP/World Bank-financed project executed by the Department.

27. DTCD has welcomed in this connection the intent of the World Bank to facilitate the involvement of technical agencies in the execution of technical assistance components of World Bank-financed loans and it supports the Bank's efforts to take account of technical co-operation needs in its structural adjustment loans. Accordingly, a model agreement covering DTCD's participation in the implementation of World Bank-financed projects has been worked out and a number of World Bank-funded projects are now being executed by the Department, including one in public administration in Mali, while others are being actively negotiated in Benin, India and the Niger. DTCD staff has also, on occasion, undertaken project identification and appraisal missions on behalf of the World Bank, in accordance with the intent of paragraph 23 of General Assembly resolution 38/171.

28. Senior DTCD officials visited Arab financial institutions over the past year, including the Kuwait Fund, the Kuwait Foundation for the Advancement of Science, the Arab Fund for Economic and Social Development, the Saudi Fund and the OPEC Fund. A number of collaborative projects with several of these institutions has resulted. The Department also entered into a co-operative agreement with the Organization of the Islamic Conference (OIC) and has had consultations regarding the joint execution of projects with the Islamic Foundation for Science and Technology and the Statistical, Economic and Social Research and Training Centre for Islamic Countries. Discussions are under way with the International Finance Corporation (IFC) with regard to several mining projects. In addition a co-operative agreement has been signed with the Arab Mineral Resources Organization, and consultations have taken place with the Arab Mining Company and the Organization of Arab Petroleum Exporting Countries regarding the establishment of an Arab Fund for Mineral Exploration and other projects of common interest.

The Department is also discussing a similar agreement with the Latin American Energy Organization (OLADE) in order to improve the co-ordination of energy-related activities in the region. It is already providing support to an OLADE programme in energy conservation and energy balances which is funded by UNDP.

29. Financing has been made available under various arrangements by donors such as Canada, Finland, Italy, Japan, the Netherlands, Norway, Sweden and Switzerland for workshops and projects. The Department is collaborating closely with the United Nations Centre for Science and Technology for Development and is executing a number of projects funded by the Financing System for Science and Technology for Development. At the request of the United Nations Fund for Drug Abuse Control (UNFDAC), DTCD participated in a seminar organized in Costa Rica concerning the UNFDAC Plan of Action for the Andean region. It has also carried out assessment and project preparation missions in Bolivia and Peru in order to formulate detailed projects in support of the narcotics control and substitution programmes in these countries.

30. Many of these projects have called for adjustments in traditional methods of project implementation. Thus greater participation by the Department in such operations is contingent on a greater degree of flexibility than has been possible up till now in view of the diverse nature and requirements of project inputs and the possibility of increased contributions in kind.

V. IMPROVED COLLABORATION WITH OTHER ORGANIZATIONS

A. General

31. In the prevailing financial situation and rapidly changing environment of technical co-operation, interaction with other organizations is critical to ensure coherent support for the efforts of developing countries. The Department has maintained a dialogue with intergovernmental bodies such as the Organization of African Unity and the League of Arab States. It also met with representatives of the Group of 77 in New York in order to review prospects for strengthening joint activities and implementation of projects and undertakings contained in the Caracas Programme of Action which the Department would be in a position to support on a priority basis.

32. In particular the Department has intensified its collaboration with UNDP, both at Headquarters and in the field, with the regional commissions and with Governments.

B. With UNDP

33. As the second largest executing agency of UNDP and together with UNDP, under the overall authority of the Secretary-General, sharing the policy guidance on its operational activities of the same governing body - the UNDP Governing Council - the Department enjoys a relationship with its main funding partner which is somewhat different in nature from that of the specialized agencies. It has

consequently striven to align its policies with those of UNDP and to support UNDP's efforts in adapting processes and practices to the changing requirements of technical co-operation in order to develop a common approach to important problems of development. Over the past year, DTCD participated actively in various working groups set up by UNDP to revise project document formats and update UNDP manuals; to improve evaluation; and to refine modalities for government execution and the recruitment of national experts.

34. The Department has also a special relationship with UNDP's field offices since it is the only major executing agency within the United Nations system without separate representation of its own outside its central headquarters. The UNDP resident representative is at the same time DTCD's representative and the Department depends therefore on UNDP field offices for its communications with recipient Governments. To this end DTCD supports resident representatives in carrying out their co-ordinating function effectively, keeping them apprised of DTCD activities and providing them with all the necessary information on developments within the Department. In turn the Department relies on the field offices to inform Governments of services which DTCD can render in meeting their needs for specialized technical expertise. The Department is currently exploring with UNDP the possibility of recruiting junior professional officers in those field offices which have a large DTCD-executed programme in order to assist both resident representatives and headquarters in the more effective discharge of these responsibilities, which in some countries can be onerous. These would be financed from extrabudgetary funds made available specifically by donor Governments to UNDP/DTCD for this purpose.

C. With regional commissions

35. The basis for the dynamic relationship existing between the Department and the regional commissions is to be found in General Assembly resolutions 32/197 and 32/202 which identified the different kinds of programming responsibilities and projects that should be discharged either at the global or at the regional levels or jointly, in order to enhance the efficiency of the system as a whole in responding to development requirements of developing countries. During 1983 the Department continued to collaborate closely with the regional commissions with a view to strengthening their operational capacities. Since the commissions are already executing all regional and subregional projects that had previously fallen within DTCD's terms of reference (with the exception of a few isolated cases for which ad hoc arrangements have been devised), the commissions and the Department are currently exploring further measures which might enhance the mutual impact and complementary nature of global and regional activities. These would include more systematic and frequent consultations in the conceptualization, formulation and implementation of programme activities, in order to involve the commissions in all cases where they can make available the requisite expertise. It would also ensure at the same time that developing countries have access to the widest possible range of highly specialized capabilities which can often be most economical, under conditions of financial scarcity, with a centralized focus.

36. The variety of co-operative efforts undertaken in 1983 are described under the substantive headings in addendum 1 to the present report. In addition, guidelines have been finalized in collaboration with the regional commissions in order to improve the co-ordination of interregional and regional advisory services. These envisage the compilation of an integrated roster of advisory services to facilitate closer consultation on missions, as well as more regular exchange of information. DTCD is also participating in the series of review meetings on selected programme areas undertaken to implement the provisions of General Assembly resolution 37/214 on regional co-operation. As far as DTCD's operational activities are concerned these meetings have highlighted the need to develop more systematic arrangements for collaboration at all levels.

D. With Governments

37. The Department's relations with Governments are grounded on the principle of promoting the self-reliance of developing countries by building up their productive capacity and indigenous resources. This has meant reliance wherever possible on national capabilities - national experts, subcontractors, training institutions - and a continuing effort to collaborate with Governments and with other organizations in the system to find ways of increasing the use of national capabilities within traditionally executed projects. DTCD has followed the same approach in government-executed projects, by contributing the appropriate expertise needed to support national authorities and ensure that funds channelled through the system are used effectively to transfer technical and managerial skills.

38. The need to support developing countries in promoting TCDC and ECDC is given prominence in the Department's work programme. Although Governments in developing countries must clearly bear the primary responsibility for action in this regard, the United Nations system has also a critical role to play as catalyst in establishing the necessary conditions for ECDC/TCDC. This entails strengthening national institutional capabilities as a prerequisite for harnessing the vast potential of economic and technical co-operation that could be made available. The Department has conducted seminars, workshops and on-the-job training in order to facilitate the exchange of information and experience among developing countries and to assist in the elaboration of relevant guidelines and methodologies. One example has been the co-operation provided by the Department to developing countries and to the Economic and Social Commission for Asia and the Pacific for the creation in the Asian region of a network of national mini-hydro agencies. Other instances include the international colloquium on TCDC in ground-water resources development, organized in co-operation with the Government of Yugoslavia and funded by the Regular Programme. It provided an opportunity for participants from developing countries to exchange information on their needs as well as available capabilities in exploration, development and management of such resources, at both the bilateral and the multilateral levels. (See also paragraph 62 for the follow-up action recommended by the Economic and Social Council.)

VI. SPECIAL CONCERNS AND NEW DIRECTIONS

39. The projects which DTCD implements in specific economic and social fields must therefore be viewed against issues common to other entities involved in technical co-operation. The following paragraphs touch upon some of them, as well as those approaches and concerns particular to the Department which have already been highlighted in previous annual reports.

A. Issues relating to technical co-operation in general

40. Of particular importance is the need to ensure adequate resources for strengthening institutional infrastructure and developing natural and human resources. Both constitute essential building blocks for promoting social and economic growth and creating self-reliance. Technical co-operation to improve development management, covering activities such as policy analysis and formulation, management of public enterprises and financial policies and personnel require systematic long-range planning and forecasting. Up till now, however, such needs have been met on a rather ad hoc basis. Furthermore, the results of efforts in these areas are often intangible in nature and not always easy to measure in quantitative terms; thus the application of arbitrary yardsticks often leads to misconceptions about the amount of resources, the scale and the time required to achieve such objectives. Governments have addressed these aspects of technical co-operation through an extensive network of projects executed by the Department in development planning and in natural resources and a programme in public administration and finance, which includes field work as well as standard setting, development of guidelines and analysis. But programmes of this nature need a certain minimum level of financing if they are to succeed and require a flexibility of approach and consistent support over the long term.

41. Another major concern at this time is the emergency situation spreading throughout many countries of Africa. Here activities will encompass assistance of a largely humanitarian nature as well as technical support to help countries to resolve the logistics problems arising out of demands of large-scale emergency operations. But the ultimate test of success for the efforts deployed by the United Nations is their contribution, during normal periods, towards strengthening the capacity of drought-prone countries to withstand future recurrences. Thus the crisis in Africa has highlighted once again the critical need to address fundamental, longer-term, development issues such as population growth, rapid urbanization, scarcity of energy and rationalization of administrative machinery. One of the main challenges of the United Nations and of DTCD in particular, with the greater part of its programme consisting of projects in Africa designed to strengthen institution-building, promote manpower development and management training and intensify the exploration and development of natural resources, will be to devise new initiatives which increase the effectiveness of ongoing activities in these areas.

42. Attention must also be drawn to the changing needs for technical co-operation of countries which have already achieved a higher degree of self-sustained development. While these may no longer require support to develop their basic

institutional infrastructure, they often need help to gain greater access to sophisticated technology and to deal with the more complex organizational issues, structural adjustments imposed by the cyclical movements of the world economy and their increasing penetration of world markets. In responding to such needs the Department is providing assistance in the use of specific techniques such as short-term forecasting and monitoring of economic growth and in the wider application of available technology in a broad range of fields including the development of new and renewable sources of energy, hydropower, cartography and electronic data processing. (See paras. 55-58.) These requests can often be met through the traditional forms of technical co-operation, but the change in priorities of such countries may warrant increasing use of new or different approaches.

B. Country programming

43. The Department has consistently attributed the highest importance to the support which it provides to Governments, at their request, in undertaking the country programming exercise. Resources are allocated from the United Nations Regular Programme for this purpose, in accordance with DTCD's mandate endorsed by the Governing Council. During 1983 country programming missions were carried out in Uganda and Ghana, and other missions by both interregional and technical advisers were undertaken to identify project proposals in the context of sectoral needs of the requesting countries. Draft country programmes were reviewed in detail before their consideration by the Governing Council. The thrust of the Department's assistance was to assist Governments in undertaking sectoral reviews and financial analysis and to develop rational criteria for the selection of programmes and projects that would be implemented by organizations of the system, as well as to formulate proposals for financing by other sources of aid.

44. Since a majority of the country programmes for 1982-1986 have now been approved, the process of review, or "continuous programming", is critical to maintaining the relevance of such programmes to priorities embodied in national and regional development plans, as well as their responsiveness to changing requirements. The Department has also been involved in this process which is essential, moreover, to increase the potential of the UNDP country programme as a frame of reference for all operational activities of the United Nations system, particularly in view of the proliferation of sources of funding, including the growing involvement, as noted earlier, in the field of technical co-operation of institutions which traditionally provided capital assistance. DTCD believes that more could be done to enhance the coherence and consistency of these programmes and to support in this context the co-ordinating capacity of Governments so as to enable them to benefit fully from aid programmes. It is therefore exploring ways and means of ensuring greater use of its capabilities to this end and would welcome suggestions from legislative bodies in this regard.

C. Least developed countries

45. As the principal agency of the United Nations system with responsibility for the development and strengthening of human and physical infrastructure, the Department carries out a large number of its field programmes in the least developed countries (LDCs). Its experience to date has highlighted the need to support the development of more effective co-ordinating and planning mechanisms and to improve administrative and technical capabilities in these countries in order to ensure efficient use of resources, both external and domestically generated. Training of nationals, both in-service and at the graduate level also remains an important consideration for the transfer of critical technical and managerial expertise.

46. The Department pursued its efforts in 1983 to assist LDCs in implementing the recommendations of the Substantial New Programme of Action (SNPA), adopted by the Conference on LDCs in 1981. Thus, it collaborated with UNCTAD, the focal point for global monitoring, in arrangements for the mid-term review of the implementation of SNPA which is scheduled for 1985. At the country level it continued to provide substantive support to the round-tables organized by UNDP, through ongoing projects in development planning and special Headquarters and advisory missions. For example, DTCD was involved in the substantive planning and organization of the round-tables in Benin, Guinea-Bissau and Malawi.

47. Finance from DTCD's Regular Programme resources continued to be provided on a priority basis in order to meet the requests of LDCs for advisory services and for other specific activities. Among them are the surveys to evaluate small hydropower resources and to identify sites which in the past were judged uneconomic in the light of prevailing oil prices in order to assess their present potential for providing electric power to rural communities (also funded jointly by the Governments of Japan and Sweden). Nine LDCs were included in the first two phases of the survey and seven others have been designated for surveys in 1984 and 1985. In some countries these surveys have resulted in follow-up financing provided by the Italian Government, the OPEC Fund, as well as the UNDP Energy Account, thus enabling the Department for example to undertake the feasibility studies for the construction of hydroelectric dams in the Sudan and Mozambique. A series of three interregional workshops over the past year examined key facets of the development planning process and permitted an exchange of views and experience among planners from LDCs. The first in Lesotho focused on the efficient implementation of development plans. The second in Benin examined aspects of monitoring and control of national development plans in LDCs. Development problems and policy needs of small island economies was the subject of the third workshop held in St. Vincent and the Grenadines with representatives from 21 island developing countries, including LDCs.

48. DTCD's field projects in LDCs cover a broad range of sectors, including the formulation of development plans and strengthening of project evaluation capability, administrative reform and personnel and financial management, statistics, population and various stages of natural resources and energy exploration and development. For example, assistance was provided to Rwanda and Tonga in intensifying certain aspects of their national planning and to the Sudan in order to establish a population studies centre at the University of Gezira.

A joint project in Democratic Yemen and the Yemen Arab Republic was involved in the exploration of natural resources, and projects dealing with rural water supply were undertaken in Benin, Guinea-Bissau, Togo and other African LDCs affected by drought.

49. In response to many requests received from LDCs the Department has formulated a number of project proposals for assistance in key areas of social and economic development. These have not been implemented as yet, for lack of funding. In view of their importance, the Department hopes that the requisite funds can be made available over the coming year.

D. Integration of women

50. The thrust of DTCD efforts throughout 1983 was to link activities focusing specifically on women with those that are carried out in various economic and social sectors in order to promote global priorities. Training remains the critical entry point for increasing the integration of women in development and for enlarging the scope of their participation in technical co-operation programmes and projects. This has also been borne out in DTCD's participation in the UNDP/Interorganizational study on modalities and effects of the involvement of women in development, which is being prepared in order to identify new activities at the close of the Decade for Women for the 1985 Conference.

51. Where other financing has not been available, Regular Programme funds have been used to permit the inclusion, in new or ongoing projects, of special activities designed to meet the specific concerns of women. In the field of water resources development various activities are already under way, or are being launched, in order to facilitate the greater participation of women in efforts to promote priorities identified through the International Drinking Water Supply and Sanitation Decade. For example, in a rural water supply project in Mali women are being trained in the operation and maintenance of pumps. Similar types of activities involving women, which would be added on to existing projects, are planned for countries such as Sierra Leone and the Niger.

52. Improvement of statistics and indicators on women are being pursued in conjunction with work already going on in this area. Preparations have started for an interregional training seminar scheduled for 1984, which will bring together officials from central statistical offices as well as from women's bureaux. In another project which has a TCDC orientation, training is being provided for several women statisticians (see para. 88). Population projects executed by DTCD, dealing with the analysis of national demographic surveys, assist in deriving socio-economic and demographic indicators which would help to define action programmes for women. Thus, in a project supported by DTCD in Mozambique, data from demographic surveys is being used to provide the Government with a basis for policy decisions related to women.

53. DTCD has helped to establish training modules, in the context of its activities to strengthen public administration, which would improve the status of women in management positions. These modules are planned for use in various training schemes including an interregional workshop. (See also para. 87.)

DTCD also took part in an interregional seminar organized by the International Research and Training Institute for the Advancement of Women, dealing with the integration of women in development.

54. Along the same lines the Department co-operated with the Voluntary Fund in a large government-executed project in Bolivia and provided assistance for the specialized training of the proposed National Director of the Mothers' Clubs, a rural organization which serves as an axis for social action at the national level.

E. Application of new technologies

55. The Department is paying special attention to relatively new technologies which are appropriate for use by developing countries in meeting some of their priority needs. Among the most promising are those which can contribute to a significant increase in energy resources, such as geothermal energy and hydropower. For example in China the Department is carrying out a major project funded by UNDP and the Italian Government, through cost-sharing arrangements, which involves both the provision of training and equipment for production drilling in areas which have already been identified and pre-feasibility work, including geological and geophysical investigation, reservoir engineering and assistance in dealing with corrosion problems. Another project, started in Kenya in 1983, focuses on reconnaissance, with emphasis on exploratory drilling. The Department is continuing its efforts to evaluate small hydropower resources and it is also collaborating with Governments in establishing rural energy centre projects which seek to take advantage of locally available renewable energy sources in remote villages. The latest applications of remote sensing technology are being introduced in a number of countries for the exploration of natural resources and are being increasingly used in cartographic activities carried out by the Department. DTCD also began the preparations for a seminar, funded jointly by the USSR and the Centre for Science and Technology for Development, which will be convened in 1984 in follow-up to the Vienna Programme of Action to discuss methodology, prospects and trends in the planning and management of national efforts in science and technology.

56. The Department attaches particular importance to expanding the use of microcomputer technology, both in the field and at Headquarters, in view of the recent technological advances which are facilitating the widespread availability of powerful yet inexpensive data processing equipment for application in many economic and social sectors. Illustrations of the growing use of computer technology in technical co-operation projects are contained in the description of DTCD activities in addendum 1. The Department also organized in New York in 1983 an expert group on the application of microcomputers in mineral exploration and development, which found considerable potential for microcomputers in mineral information systems, exploration geological resources modelling, mining planning and economics as well as management of operations and control. The expert group recommended that computer training courses be offered to practising managers and engineers in developing countries, and encouraged the United Nations to increase the application of computer techniques in its technical co-operation projects. This was followed up in Oman with a series of conferences to train nationals in electronic data

processing techniques. In Benin, Burundi and other countries, microcomputers have been installed to assist government officials in the application of such technology to mineral evaluation. The Department is currently engaged in adapting programmes of the type used in Argentina and Colombia that are read on large computers for microcomputer application, in order to carry out financial and economic analysis of ore deposits and ore reserve calculations.

57. DTCD is also exploring actively the use of various kinds of software such as COMFAR developed by UNIDO, in regard to pre-investment activities. It believes that existing systems can be further adjusted to encompass various components of feasibility studies such as cost benefit and financial analysis aspects.

58. Computers, generally, including microcomputers, are being used increasingly by DTCD technical support services. An automated purchasing and payment system provides data on ordering, inventory, shipment, payment and related information involving project equipment. The Department's computerized roster of experts is used as the first source of candidates for vacant project posts and all project budget information and expenditures have been computerized. Microcomputers are also leading to more efficient project management by allowing direct access to data on terminals which is required for budgeting and financial accounting purposes.

F. Legislative mandates

59. As a Department of the United Nations Secretariat, DTCD is actively involved in assisting the Secretary-General in the implementation of legislative mandates contained in decisions and resolutions of the Economic and Social Council and the General Assembly. Accordingly, in addition to its programme of technical co-operation at the field level, the Department undertakes a wide range of activities, which include special assistance missions, expert fact-finding missions and the preparation of specific reports requested by legislative bodies. The Department continued to bear the primary responsibility on behalf of the Secretary-General for the preparation of reports requested by General Assembly resolutions 37/122 and 38/85 on Israel's decision to build a canal linking the Mediterranean Sea to the Dead Sea and resolutions 27/135 and 38/144 on permanent sovereignty over national resources in the occupied Palestinian and other Arab territories". In 1983 it submitted reports on both subjects to the thirty-eighth session of the General Assembly which were compiled in co-operation with other offices in the Secretariat and it began the preparatory work for the further studies which will be undertaken during 1984.

60. The Department also had the sole responsibility, on behalf of the Secretary-General, for the preparation of a report in response to General Assembly resolution 34/129 on the role of the public sector in promoting the economic development of developing countries. The report was reviewed by the Economic and Social Council at its summer session in 1983, at which the Council adopted resolution 1983/61 requesting the Secretary-General to submit a further comprehensive report to the General Assembly at its forty-second session.

61. The Economic and Social Council, in its resolution 1981/87, requested the Secretary-General to ensure a significant contribution by the Department to the 1984 International Conference on Population. As a consequence, the Department has been actively involved in the preparations for the Conference and has taken part in the four preparatory expert group meetings as well as in the drafting of technical and background papers.

62. In its resolution 1983/57 on water resources development, the Economic and Social Council welcomed the conclusions of the colloquium organized by the Department at the Centre for Water in Zagreb, and it requested further information on the establishment within that Centre of a small international technical unit dealing with TCDC in the water resources sector. The Department has co-operated with the Government of Yugoslavia in preparing and finalizing the proposals for such a unit and will report to the Council in 1984 on possible funding sources. (See also para. 38.)

63. The Department has had a major participation 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. In addition, the Secretary-General appointed the Assistant Secretary-General as his Special Representative for Bolivia at the end of 1982, in response to the request made by the President of Bolivia for the support of the United Nations system, under the personal authority of the Secretary-General, in resolving the acute economic and social problems inherited by his Government on the country's recent return to a democratic system of government. This special assignment led to various special missions to Bolivia in 1983, the holding of a preliminary round-table donors' meeting in La Paz in April 1983 and the organization of a full-scale round-table conference scheduled to take place in 1984 at which a four-year development plan and the individual projects comprising that plan will be presented. The technical aspects of this work was greatly facilitated by the existence in the country of a UNDP-financed development planning project, executed by DTCD, which was expanded for that purpose. This is a signal example of the catalytic role that United Nations-executed technical co-operation projects can play at critical junctures, particularly in laying the foundations and mobilizing resources from all sources, bilateral, regional and multilateral.

64. Other activities in response to legislative mandates include special reports prepared for intergovernmental bodies such as the Committee on Natural Resources. The Department provided technical support to the tenth United Nations Regional Cartographic Conference for Asia and the Pacific, held in Bangkok in January 1983, and began preparations for the third United Nations Regional Cartographic Conference for the Americas in 1985 in response to Economic and Social Council resolutions 1981/6 and 1980/4 respectively. In accordance with Economic and Social Council resolution 1981/6 and decision 1983/121, the Department convened an Ad Hoc Group of Experts on Cadastral Surveying and Land Formation Systems, a seminar on Topographic and Hydrographic Surveying and an Interregional Training Course on Thematic Mapping.

G. Monitoring and evaluation

65. As part of the streamlining exercise carried out last year specific responsibility for evaluation was assigned to the newly created Country Programming and Evaluation Branch (see para. 12). The internal guidelines on evaluation, the draft of which was mentioned in last year's report, were completed but their application was deferred pending the revision of UNDP's procedures on evaluation in order to avoid duplication and to ensure that any new procedures introduced by DTCD are consistent with those of its main funding partner. An important consideration in this connection is the exercise which UNDP is carrying out in collaboration with DTCD and other executing agencies to improve project design and project document formulation, since the identification of appropriate project indicators and the revision of current reporting requirements in order to yield more relevant information on a systematic basis are prerequisites for effective evaluation and measurement of success. In the interim the Department is introducing measures to ensure that all new DTCD project documents are amenable to evaluation and to set in motion a system of feedback so that the results of evaluations can be made readily available to all staff in the Department. It also intends to select a limited number of projects each year which would lend themselves to desk evaluation in order to identify those which would require more in-depth field review.

66. Projects continued to be evaluated in 1983 under existing UNDP guidelines and efforts were made to improve project monitoring. A review of those lessons that may be drawn from operationally completed projects in 1983 appears in addendum 1. Attention should be drawn in this connection to the critical role of Governments in both monitoring and evaluation. While the Department is striving towards an effective self-evaluation system, in order to improve the quality of projects and thereby make optimum use of scarce resources, its endeavours towards such a goal must be complemented by parallel efforts to enhance the evaluation capacity of Governments themselves.

H. Pre-investment and investment follow-up

67. The Department continued throughout 1983 to respond to the needs of developing countries for assistance in carrying out investment-oriented projects and for designing projects which would lead to follow-up investment. Reported investment commitments relating to DTCD projects, totalled \$218 million in 1983: \$134 million in Asia, \$41 million in Latin America, \$25 million in Africa and \$18 million in Europe and the Middle East. Follow-up external investors included the Federal Republic of Germany, Italy, Kuwait, the Netherlands, Saudi Arabia, Switzerland, the United States, UNICEF and the World Bank. Domestic investments were also secured in the Dominican Republic, India, Pakistan, Thailand and Yugoslavia.

68. DTCD's investment seminars initiated in 1982, were continued in 1983 and attended by high-level representatives of the World Bank, as well as by staff from the Asian Development Bank and the African Development Bank. The aim was to assist DTCD staff in identifying ways and means of strengthening linkages between technical co-operation and capital assistance. A complete bibliography of all feasibility and United Nations project reports in Asia and Africa was prepared by

the Information System Unit and provided to the Asian and African development banks (AsDB and AfDB). A DTCD staff member visited AsDB and reviewed possibilities for collaboration with the Bank. These activities are now being followed up by high-level missions to AfDB, at their invitation, to prepare a co-operative arrangement whereby DTCD staff might be utilized in project identification, appraisal, execution and review of ADB technical assistance loans. At the same time, pre-investment reports, including a number of completed mini-hydro feasibility studies, are being presented to AfDB for financing. DTCD has also had consultations with officials from the United States Council for International Business, the Industry Council for Development and the International Management Institute in Geneva in order to improve its relations with the industry sector.

69. A statistical analysis of investments related to DTCD projects by sectors, regions and investors is included in addendum 3 to the present report.

VII. QUALITATIVE AND QUANTITATIVE ANALYSIS OF PROJECT DELIVERY AND ADMINISTRATIVE COSTS, EXTRABUDGETARY RESOURCES AND ASSOCIATED MANNING TABLES

70. In accordance with Governing Council decision 83/16 the following paragraphs provide an analysis of the Department's extrabudgetary resources and associated manning tables, as well as the qualitative and quantitative analysis between programme delivery and administrative costs and the level and use of programme support cost earnings requested by the General Assembly in its resolution 37/232. (A detailed breakdown of expenditures by sources of funds and components, with origin of inputs is included in addendum 3 to the present report.) Data for the technical co-operation activities of the United Nations Secretariat are made available in the aggregate to the Advisory Committee on Administrative and Budgetary Questions (ACABQ), and detailed information on the Department's manning table is contained in section 7 of the programme budget.

71. The Department's programme of technical co-operation projects at the end of 1983 amounted in round figures to \$145 million in approved budgets, with expenditures totalling \$112 million. Of these expenditures, \$79 million was for UNDP-financed projects, \$11 million for UNFPA, \$7 million under the United Nations Regular Programme of Technical Co-operation and \$15 million under trust funds. In comparison with 1982, budgets fell by 4 per cent in 1983, a decline particularly noticeable in the case of UNFPA funding, where the decrease in budgets of 34 per cent was due to the change in UNFPA policies regarding the allocation of resources, continuing a trend described in paragraph 25 above. Expenditures also fell in 1983 by 11 per cent over all and, in the case of UNFPA, by 41 per cent.

72. The main decline in budgets continues to be in those funded by UNFPA which fell over a two-year period to 10 per cent of the total DTCD budget stock. In the case of UNDP, current year budgets increased slightly from 1982 to 1983 although the total budget stock decreased by 5.6 per cent. The share of UNDP financing in current year budgets, however, rose from 69 per cent in 1982 to 73 per cent in 1983.

73. The breakdown by geographic area indicates that budgets continued in 1983 to grow in Asia, but declined in all the other regions. The distribution of expenditure on the other hand was little changed from that of the previous year, with Africa remaining the most important programme, accounting for \$43 million, or 39 per cent of the total, in comparison with \$51 million or 40 per cent in 1982, and Asia representing \$29 million, or 26 per cent in comparison with last year's \$30 million or 25 per cent.

74. The natural resources and energy sector continued to account for the largest share of the programme and now represents 46 per cent of DTCD's total stock of budgets. Expenditures also increased, both proportionately from 37 per cent in 1982 to 44 per cent in 1983, and in monetary terms from \$47 million to \$49 million. Development planning was the second most important field of activity for the Department; although its total budgets have declined, in monetary terms, it still represents 20 per cent of the total. Expenditures accounted for 22 per cent, in comparison to the share of 21 per cent in 1982, but fell by \$1.6 million in monetary terms.

75. The reduction in project expenditures was also reflected in a corresponding reduction in DTCD's programme support cost earnings, which amounted to \$13.5 million, broken down as follows: \$10.5 million from UNDP, \$1.6 million from UNFPA, \$1.2 million from Trust Funds, and \$200,000 from other income. DTCD administrative costs against programme support cost earnings amounted to \$16.8 million in 1983, including costs incurred by units outside DTCD in support of the Department's technical co-operation activities. These comprised \$15.9 million for staff costs and \$900,000 for non-staff costs.

76. The Department's financial plan for 1983 envisaged a deficit of \$1.5 million at the end of 1983, to be offset in 1984 by continued overhead earnings and reduced overhead expenditures, the latter made possible by the staff reductions already effected in 1983. Owing to the shortfall in delivery, however, overhead earnings fell by \$2.9 million below the expected level of resources. This shortfall, when added to the \$1.5 million deficit already envisaged in the plan, would have increased the total deficit in 1983 to over \$4 million had it not been for reductions in expenditures from an estimated \$18.6 million to a level of \$16.8 million. The savings of approximately \$1.8 million were due to various cost-cutting measures as well as to low inflation in 1983. By the end of the year the deficit amounted to \$2.6 million to be offset in the 1984-1985 biennium, as mentioned in paragraph 13.

77. As noted in paragraphs 12 and 13, the substantial staff reductions were accompanied by a streamlining of the Department's organizational structure in order to enable DTCD to continue its activities effectively and at the same time to take into account the recommendations of JIU in its report on DTCD (JIU/REP/1983/2). The plan was implemented on 1 July and consisted of the following modifications: the Programming and Implementation Division was discontinued and the functions of policy formulation, technical support and project management were combined into three main substantive divisions. These are now responsible for the operational and technical aspects of all phases of project implementation, starting with project formulation and design through to follow-up and evaluation upon project

completion. Within these three divisions staff were regrouped along sectoral lines in order to maintain the focus on the substantive aspects of technical co-operation, including training, workshops, seminars and the preparation of related studies and publication. The fourth division provides programme support with regard to recruitment of experts and administration, placement of fellows, contracts and procurement and project financial management and budgetary control.

78. By the end of 1983, over 150 overhead-financed posts were abolished in DTCD. Moreover additional overhead-financed posts were eliminated in units outside the Department that provide support for the execution of technical co-operation activities. In DTCD alone, staff was thus reduced by nearly 30 per cent. One post at the D-2 level was abolished, along with six D-1s, 12 P-5s, 18 P-4s and other posts at lower levels. The reduction in posts resulted in a corresponding decrease in staff costs for DTCD and related units from some \$18.3 million in 1982 to \$15.9 million in 1983. These are currently expected to drop further in 1984 to a level of \$12.8 million.

79. The process of streamlining, once it was completed, enabled DTCD to maintain the effectiveness of its services and to increase the efficiency of its staff. Thus, while the rate of overall delivery against approved budgets was 77 per cent in 1983, the Department in fact implemented a programme which is equivalent to nearly 90 per cent of what it delivered in 1982, with far fewer staff.

80. As indicated above, however, the reduction in UNFPA funding far outstripped the slight increase in financing from UNDP. The Department has been able up to now to maintain a fairly stable budget situation, and thereby to adjust to the losses in income earned over the past two years. But its growing dependence on UNDP resources, as already noted, exacerbates the extent to which the Department is affected by swings in the level of voluntary contributions made to UNDP, as well as DTCD's vulnerability to momentary shifts in the level of requests by Governments for assistance from UNDP funding.

81. It should be recalled in this connection that the Department receives no compensation for administrative costs incurred in carrying out certain kinds of activities under the United Nations Educational and Training Programme for Southern Africa (UNETSPA) or fellowships under the General Account of the United Nations Fund for Namibia and similar programmes. Furthermore in addition to projects of technical co-operation it also undertakes other types of activities to meet its responsibility as the main operational arm of the United Nations Secretariat. Some of these are highlighted in paragraphs 59 to 64 on legislative mandates and others are described under their substantive headings in addendum 1.

82. The Department has emerged from the past difficult year with a sound stock of budgets for 1984. But it is conscious of the fact that its future financial position depends in large part on an improved access to funding sources in order to preserve the gains already achieved in operational efficiency, in intensifying the quality and effectiveness of services delivered, in developing modalities which will be suited to the particular and changing needs of developing countries. As stated earlier, the Department's ongoing efforts to strengthen its managerial and technical capacities and to become more cost effective must be supplemented with

new initiatives which are to a large extent outside its control, to ensure the minimum level of financing required to maintain the quality and scope of its programme.

VIII. REGULAR PROGRAMME OF TECHNICAL CO-OPERATION

83. Funds from the United Nations Regular Programme of Technical Co-operation finance activities carried out by a number of entities within the United Nations, including DTCD, the Centre for Human Rights, the United Nations Centre for Human Settlements (HABITAT), the United Nations Conference on Trade and Development (UNCTAD), the regional commissions and UNIDO. Information about organizational entities other than DTCD appear in addendum 2; detailed statistical data appear in addendum 3.

84. DTCD's allocation of Regular Programme funds is governed by closely defined guidelines which were approved by the Governing Council in 1980 and reaffirmed in subsequent years, most recently in 1982 in its decision 83/16. It is also reviewed by the Economic and Social Council and the General Assembly.

85. The thrust of activities carried out in 1983 maintained the unique role of the Regular Programme, based on its emphasis on interregional advisory services, its availability for varied types of inputs in all of the sectors under DTCD's mandate, and the flexibility characteristic of its management. Given the modest amount of funds available under the Regular Programme, this role is above all catalytic in nature, one of helping generate new development activities, emphasizing TCDC approaches and giving priority to requests for assistance from LDCs, on an intersectoral basis, in follow-up to the Substantial New Programme of Action (see also paras. 45-49). At the same time activities financed under the Regular Programme were implemented in close reference with all other ongoing and planned technical co-operation activities in order to make maximum use of the potential for complementary and innovative efforts. Many of these have already been mentioned in previous paragraphs, while additional references to work carried out with Regular Programme resources appear throughout the description of activities under DTCD's substantive fields of competence in addendum 1.

86. Interregional advisory services were made available in all of the Department's substantive areas of responsibility to nearly all developing countries. Examples of advisory missions include those carried out to Rwanda for assistance in establishing medium-term development prospects and appropriate planning methodology in connection with the preparation of a long-term development plan; to Peru for advice to the National Planning Institute in the preparation and evaluation of investment proposals; to Egypt in relation to planning within the energy sector; to Guatemala for evaluation of the development plan in relation to the mineral sector; to Aruba for assistance in setting up the administrative machinery of the Government prior to its independence; to China on taxation of off-shore oil exploration; to Jamaica on social aspects of reconstruction planning; and to the Niger, Nicaragua and Pakistan in the development of economic statistics. As mentioned in paragraph 36, steps are being taken to set up an integrated roster, for circulation to developing countries, of expertise available both in DTCD and in the regional commissions in order to improve the co-ordination of interregional and regional advisory services.

87. Training workshops and seminars were organized in order to respond to specific development needs and interests of developing countries, particularly those of LDCs, in various sectors. The Department followed the TCDC approach wherever possible, using case studies from developing countries as a basis for discussing and promoting the exchange of information among participants of developing countries on their specific experience and assisting developing countries in establishing guidelines and methodologies that would be particularly responsive to their own needs. For example in the field of public administration an interregional workshop on performance and evaluation of public enterprises in developing countries brought together participants from developing countries in order to review different experiences in this area and to agree on appropriate criteria, methodology and institutional arrangements for carrying out performance evaluation.

88. An innovative project for training statisticians and programmers from developing countries continued to organize on-the-job training in the statistical offices of other developing countries. Started in late 1982, by end of 1983 the project had placed almost 20 trainees, including on-the-job training for statisticians from Somalia and the Sudan in Liberia, from Mauritania in Morocco and from Micronesia in Fiji.

89. Training programmes were also organized in the USSR in the fields of economic statistics, geology, coal mining and thematic cartography. A variety of interregional seminars were financed under the Regular Programme in 1983, such as the one on regulatory administration for national development, organized in collaboration with ESCAP, for the purpose of identifying optimal modalities for the public regulation of selected sectors. Another interregional seminar, on integrated rural development, was organized in China in follow-up to the interregional study tour held in 1981 on multidisciplinary demonstration projects in peoples' communes.
