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O F T H E A D M I N I S T R A T O R
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I N T R O D U C T I O N B Y T H E A D M I N I S T R A T O R

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INTRODUCTION BY THE ADMINISTRATOR

1. With this report to its Governing Council, the United Nations Development Programme (UNDP) marks a turning point in several important respects. As a result of year-long deliberations by the Governing Council's Intersessional Committee of the Whole (ICW), a more solid resource foundation has been established for the Programme, confirmed by modestly improved results at the last Pledging Conference and evident, as well, in new activities for resource mobilization at the developing country level. At the same time, UNDP took a number of important steps to expand its usefulness and service to the development community, while embarking on a programme to explore new measures required to meet the changing technical co-operation needs of the 1980s.

2. The year saw new developments in Programme management and evaluation, in UNDP's relations with the World Bank, regional development banks and other Agency partners, in additional resources mobilized through increased cost sharing in projects at the country level, in services rendered to least developed countries and in means of funding their needs, and in action-oriented operational activities for increased technical co-operation among developing countries (TCDC). Under the policy paper on measures required to meet changing technical co-operation needs, ^{1/} UNDP has also devised a grass-roots initiative designed to enlist non-governmental organizations (NGOs) in the effort to strengthen self-reliance at the community level, to spread the benefits of development among the poorest and the powerless and to improve the management and co-ordination of technical co-operation generally at every level.

I. NEW MEASURES IN 1983

3. In these and other respects, 1983 witnessed a vigorous response by UNDP to those resource difficulties which have recently affected the development effort at large and a readiness to press ahead in new directions despite the constraints. Since the Governing Council's thirtieth session, for example, UNDP has taken the following steps:

- Joined actively in the Secretary-General's initiative for urgent international action to meet Africa's mounting food and development crisis. Resident Co-ordinators are preparing reports on priorities for action, and UNDP field offices are providing centres of operational support for what is expected to be a large-scale, long-term international effort.
- Established a new Central Evaluation Office to co-ordinate and oversee all aspects of project and programme evaluation, including feedback and implementation.

- Moved actively ahead with its 115 field offices in terms of both management and support services to be placed at the disposal of recipient and donor countries, in accord with Governing Council decision 83/5, and in terms of new country-level activities in support of resource mobilization.
- Worked out new arrangements with Governments, both recipients and third-party, for the provision of additionality and complementarity in the funding of UNDP-assisted projects and programmes. In August a compendium of some 440 technical co-operation projects in need of co-financing in the amount of almost \$500 million was issued, followed in December by a more complete and detailed set of data sheets on these and additional projects, as a result of which the building blocks for UNDP's system of matching projects identified as requiring assistance by the developing countries with possible financing by potential donors came firmly into place.
- Restored programming levels to 80 per cent of illustrative indicative planning levels for some 23 small, mainly island developing countries at a total cost for the Third Development Co-operation Cycle of \$4.3 million.
- Continued to strengthen its new relationship with the World Bank family and with regional development Banks, aimed at increasing the number of specific joint activities and collaborative actions and at maximizing use of the diverse facilities available to each organization.
- Intensified its collaboration with the Office of the United Nations High Commissioner for Refugees in order to respond to the development dimension required in the solution of the refugee problem, and in anticipation of the major conference on refugees (ICARA II) to be held in 1984.
- Continued its collaborative work with the United Nations Fund for Population Activities (UNFPA) and the United Nations Children's Fund (UNICEF) under the Joint Policy Committee, which the World Food Programme (WFP) also joined in 1983, to achieve closer, more effective and productive co-operation. These organizations have together undertaken new efforts in the design and implementation of projects to achieve greater complementarity and more co-ordinated programming.
- Took steps to pull together in one place the diverse activities of UNDP and the funds it administers, in order to give greater force and cohesion to overall Programme efforts on behalf of Least Developed Countries. Accordingly, a

Co-ordinator of Assistance to the Least Developed Countries has been appointed to serve within the UNDP Planning and Co-ordination Office, with the task of giving enhanced direction to the many on-going efforts with these countries within the UNDP framework, including the work of UNCDF, UNSO, UNV and the donor round-table conferences on behalf of least developed countries now being assisted by special funding from the Netherlands (see below).

- Continued to gain new allies, in part through the work of UNDP's Development Study Programme, designed especially to promote better understanding of operational issues in development policy. At the Istanbul Roundtable on World Monetary, Financial and Human Resource Development Issues, jointly sponsored by this Study Programme and the highly regarded North-South Roundtable, the final statement stressed the important contribution to be made by multilateral technical co-operation to current world development problems. "The capacity and management gap," the statement said, "has not been bridged by official development assistance, which has been predominantly used for physical capital formation. Solutions which do not take the human dimension and human resource building into account will fail to provide an enduring answer to the world's financial and monetary crisis."
- Established, in collaboration with the World Health Organization, UNICEF and the United Nations Centre for Social and Humanitarian Affairs, a joint programme -- IMPACT -- to promote wide adoption of already proven, low-cost measures designed to prevent avoidable disabilities and the needless impairment of hundreds of millions of people throughout the developing world.
- Initiated a number of important administrative actions -- the issuance of updated and consolidated financial management guidelines and instructions to the field network; the implementation of revised procedures for government execution of projects; the development of model agreements for cost-sharing, trust fund and similar agreements; initiation on a pilot scale of automated systems for financial management and accounting and for project management in field offices; introduction of new control systems for administrative budgets and appropriations at headquarters, together with the development of new data processing systems for special funds administered by UNDP.
- Appointed early in 1984 a Senior Advisor on Grass-roots and NGO matters, and a standing committee at UNDP headquarters to assist in the grass-roots initiative.

4. Many of these innovations are described in greater detail in addendum 2 to this report. Equally important in 1983, however, were new special funding arrangements made through UNDP in part, at least, in response to these activities. These include:

- Establishment, through transfer of funds from the now liquidated United Nations Emergency Operation Trust Fund, of two new UNDP trust funds -- one in the amount of \$34 million for developing countries afflicted by drought, famine and malnutrition, and another of \$5.8 million for increased economic and technical co-operation among developing countries. Already 49 projects -- 33 in Africa, 10 in Asia and six in Latin America -- have been approved for \$14.3 million in commitments under the drought, famine and malnutrition fund, while project identification and consultation for ECDC/TCDC is underway.
- Allocation, under another trust fund established by the Administrator, of \$6.6 million provided by the Government of the Netherlands to strengthen roundtable conferences in augmenting development resources for least developed countries. It was to assist in the administration of these and other Programme resources for the least developed countries that I established the above-mentioned Co-ordinator of Assistance post.

5. The point I want to make in reciting these developments is the energy and imagination with which UNDP, guided by its Governing Council, has moved to meet new challenges, and the responsiveness being shown by both donor and recipient Governments to our efforts.

6. For several years, I have repeatedly emphasized that the operational effectiveness of UNDP could be jeopardized by resource constraints, that its development service field network could be threatened -- even that some developing country partners could lose faith in the critical efforts of the Programme. In 1980, for example, I stated that, "As we start a new decade of development co-operation, in which the expectations of developing countries from the United Nations Development Programme are larger than ever ... the situation is grave indeed."

7. While the outlook is now much brighter, I cannot say that we have solved all our problems. But I can say that we have met them head on, that we have worked hard with the Governing Council to overcome them, and that noteworthy progress is apparent. I give you in this annual report a UNDP whose resource situation has shown signs of real improvement, whose capacities and working methods are respected by the international community, whose key task -- the building of self-reliance -- is finding new modes of expression and whose flexibility and responsiveness -- severely tested by recent difficulties -- have passed the test.

8. With its lean, experienced staff, UNDP has overcome a difficult situation. And I am convinced that the efforts we have made over the past year to make ourselves more useful and effective have been recognized by donor and recipient countries alike -- in the special funding arrangements entrusted to our management and, indeed, in the continued growth of cost-sharing contributions under the Programme by recipient Governments.

9. We intend to meet the new and difficult challenges of this development decade, and we are continuing to gather new allies in our cause. I have already mentioned our strengthened ties with the World Bank and regional banks and with other United Nations system partners, as well as with the programme to combat avoidable disabilities -- IMPACT -- created in 1983. I can also mention the establishment of the InterAction Council of Former Heads of Government, initially sponsored by UNDP and the Global Committee of Parliamentarians for Population and Development, chaired by former Secretary-General Kurt Waldheim and comprised of 26 highly respected senior statesmen committed to action on priority issues of peace and development, which held its first session in November 1983.

II. PRIORITIES FOR TECHNICAL CO-OPERATION

10. With its growing number of allies and agency partners (the International Trade Centre became the 27th executing agency of the Programme in 1983), with its new Programme initiatives underway, UNDP was able in 1983 to pursue more vigorously its catalytic and co-ordinating role as a central funding organization for technical co-operation.

11. In his 1983 policy review of operational activities for development in the United Nations system, ^{2/} the Director-General for Development and International Economic Co-operation took note of a number of priority areas requiring special attention to ensure that the system remain fully responsive to developing country needs. Briefly summarized, these areas included the effective transfer of know-how and skills in keeping with the growing capabilities of developing countries; increased support to the development efforts of least developed countries; help in mobilizing added resources for the afflicted countries of sub-Saharan Africa; continued assistance, of sophisticated technology in particular, to middle and high-income developing countries; greater efforts to promote South-South co-operation (ECDC, TCDC); increased collaboration between funding and substantively sectoral organizations; and better combinations of capital and technical components in programmes and projects through closer collaboration between technical and capital assistance organizations.

12. In each of these areas of priority concern, UNDP has played and will continue to play an active, leadership role. Priorities for technical co-operation were also discussed in the 1983 Development Co-operation Review of the main donor group, the Development Assistance Committee of the Organization for Economic Co-operation and Development. ^{3/} Here again many of the issues touched upon coincide with UNDP's main concerns and activities. Of particular relevance are such problems as improving the administrative

capacities for development assistance and the need for increased co-ordination at the recipient country level. In its quest for greater aid effectiveness, OECD/DAC cites, for example, the need for more effective evaluation, for greater intensity of personnel devoted to rural development projects and projects in low-income countries with weak administrative structures, for more careful recruitment and preparation of technical assistance experts, for more effective participation of programme representatives in sustained policy dialogues with recipient countries and for better participation in co-ordination at the country level, as well as on the governing boards of multilateral organizations.

13. Many of these issues are addressed, from UNDP's perspective, in our main policy paper, for instance the need to shift training from pre- and post-entry level courses to in-service training for mid-level personnel; the need to create incentives for greater "bottom-up" responsiveness by planners; and the need for more precise terms of reference and selection of project experts. With respect to greater concentration of personnel in rural development and among low-income countries, the emphasis on grass-roots initiatives is especially relevant. For example, UN Volunteers are widely engaged in projects in rural communities, which are indeed the poorest and most neglected segments of society. By their nature, Volunteers represent a source of appropriate manpower for community based development initiatives and can make a unique and extremely valuable contribution in helping developing countries at this level. The approach of UNV calls for community based development founded on popular participation, both in the planning and in the execution of development projects, and is motivated by a deep rooted commitment to community service.

14. A number of important issues were reflected in the work and recommendations of the ICW, which worked long and hard to improve UNDP's operational effectiveness. These recommendations were of primary concern to the Programme's Governing Council at its thirtieth session and included improved means of evaluation and the enhanced participation of Governments in UNDP-supported planning and programming through its Committee of the Whole and through other initiatives to strengthen Member States' participation in the Programme.

15. With respect to improved co-ordination at the country level, the OECD/DAC Review cites, *inter alia*, the roundtables for least developed countries organized by UNDP as a follow-up to the United Nations Conference on Least Developed Countries held in 1981. It cites the annual development assistance reports on donor aid activities prepared by UNDP field offices as "providing important base-line data for use in planning programmes." (p. 133). And it notes the joint programming being undertaken by UNDP with some partner agencies -- for example the Joint Policy Committee formed, as mentioned above, by UNDP, UNFPA, UNICEF and WFP.

16. It is for more effective follow-up measures to the roundtables for least developed countries that the Government of the Netherlands has committed \$6.6 million. UNDP has assisted in preparations for some 18 roundtables covering

half the least developed countries since the 1981 Conference. As many as 81 bilateral, regional and interregional, technical, financial and non-governmental organizations have been drawn to these roundtables with UNDP support.

17. Improved co-ordination at the country level has assumed special importance in the context of the Secretary-General's Initiative on Africa. He has requested Resident Co-ordinators in the countries concerned to begin consultations with host Governments, bilateral and multilateral representatives, as well as representatives of NGOs, in order to identify, confirm or update country needs, priorities and gaps in resources in relation to those needs. It is especially gratifying that the Chairman of the OECD/DAC Committee has notified member Governments to request their local representatives to extend full co-operation in these consultations at the country level. The responsibility for co-ordination remains, as always, with the host Government, and the role of the Resident Co-ordinator is to assist Governments in this process. At the same time, UNDP is also working closely with the Director-General for Development and International Economic Co-operation in a mutual effort to strengthen the effectiveness of Resident Co-ordinators and to enhance field level co-ordination generally.

18. In addition to their usefulness for local development planning, UNDP's annual reports on development co-operation, taken together, also provide a unique set of aggregate data compiled in developing countries themselves. An analysis of 62 of these reports prepared in 1983 shows that the ratio of technical to capital assistance for least developed countries is almost double that for developing countries as a whole. This confirms the OECD/DAC perception that technical co-operation is of particular importance to the needs of the least developed countries.

19. While the OECD/DAC analysis notes that there is at present a vast variety of co-ordinating arrangements meeting different purposes, and while it maintains that no single or right form of co-ordination can be universally prescribed, it does also state that:

"Multilateral institutions are in principle better suited than individual donors to assist recipient governments in organizing and managing co-ordination efforts. These institutions are international in character, usually have major operational programmes themselves, have considerable policy planning capacity, and often have substantial representation on the spot." (p. 124).

III. STRENGTHENING THE FIELD NETWORK

20. These characteristics apply, of course, to UNDP and are discussed at some length in my main policy review paper (DP/1984/4). I would only make the point here that while much is said about the need to avoid overlapping and waste, to ease the administrative burden of assistance on Governments too often ill-equipped to handle them, to integrate projects effectively into

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overall priorities, to ensure the effective continuation of projects once external assistance is terminated -- while much is said of these matters, not enough has yet been done to provide effective remedies. What is already a difficult situation for many developing countries and assistance organizations is of course greatly exacerbated when tragedies such as the prolonged drought in sub-Saharan Africa strike. Government administrative structures, already under pressure from the task of mounting internally-generated efforts, are overwhelmed in dealing separately with what can often be a hundred or more bilateral, regional, multilateral and non-governmental organizations knocking at the door. There comes a point at which, without change and a greater measure of coherence, added assistance becomes ineffective, and, to the extent that externally provided assistance imposes unforeseen obligations which drain local resources, it can even be counter-productive.

21. During 1983 a number of efforts to improve co-ordination were taken through the Consultative Committee on Substantive Questions (Operations) and Inter-Agency Consultative Meetings at headquarters, in preparation for the Administrative Committee on Co-ordination meeting in April 1984. Improved co-ordination and simplification of assistance programmes and procedures are also issues dealt with in UNDP's main policy review paper. Without repeating what is said there, I would only note that the UNDP field office network has amassed a remarkable record of service to the international development community at large -- a record recognized by the General Assembly in resolution 34/197, under which UNDP Resident Representatives are normally designated as Resident Co-ordinators of the system for operational activities. Due to resource constraints, on the other hand, many of UNDP's most effective and important field offices are severely taxed by the responsibilities placed upon them as I have stated before. Some of the steps taken in 1983 -- the new financial management guidelines, the pilot programme for field office automation -- should help to ease staffing pressures. But more must be done by way of support from both donor and recipient Governments and from agencies if UNDP is to help improve the kind of country-level co-ordination so widely hoped for.

IV. COUNTRY-LEVEL RESOURCE MOBILIZATION

22. The co-ordinating issue remains only one aspect of field office responsibility. With new and evolving technical co-operation requirements, with our encouragement for grass-roots initiatives, with a growing number of funds entrusted to UNDP to be administered at the operational level and the existing special funds administered by UNDP to oversee, field offices clearly have their work cut out for them in the years ahead. Certainly, they deserve high tribute: they have accepted their added responsibilities, one after another, with flexibility, understanding and commendable responsiveness and effectiveness.

23. In fact, if we look at overall trends in UNDP resources in recent years, it is clear that country-level resource generation has played an increasingly important role in UNDP financing. Cost sharing is a dramatic example. From less than 1 per cent of project financing in 1973, cost-sharing now accounts

for almost a sixth of main Programme expenditures. About 80 per cent of this cost-sharing is contributed by recipient Governments themselves. Cost-sharing expenditures under UNDP have advanced on average by more than 15 per cent a year since 1973.

24. Similarly, co-financing and parallel financing arrangements for project and programme support at the field level have risen to date to a level of almost \$200 million a year, as shown in table 2, addendum 4 to this report. A new statistical table (table 3, addendum 3) also shows contributions to trust funds established under Governing Council decision 81/28. Another table (table 1, addendum 4) shows the estimated volume of expenditures from non-UNDP resources supported by UNDP field offices in the year.

25. The OECD/DAC Review for 1983 notes that the "sharp increase in the volume of operations funded by developing countries themselves, notably but by no means exclusively in Latin America and in OPEC countries ... can be read as evidence that in certain circumstances developing countries put sufficient value on the services that United Nations agencies can provide to be willing to pay for them." (p. 101). I have made this point in the past about the growing volume of recipient Government cost sharing in UNDP funding and of the traditional counterpart contributions made in cash or kind -- often more than 50 per cent of the project's total cost.

26. But the phenomenon may be broader. The evolution of technical co-operation has shown a rising level of self-reliance for many countries and a need for increasingly sophisticated technologies. Rising levels of self-reliance logically engender a rising level of self-help. Developing countries in a position to expand the scope or timetable of an important development objective -- even some which are not in such a position -- weigh carefully the means to do so at a time of external resource constraint. The cost of sophisticated technologies, particularly equipment, can run beyond the reach of balanced IPF allocations. Government cost-sharing in that sense may be as much a testament to the proven success of the development process as an investment in self-reliance, as to the value placed on external assistance.

27. At the same time, many donor Governments have come to see third-party cost sharing or parallel/co-financing arrangements as a particularly effective means both of co-ordination and of participation in projects of high visibility or special appeal to donor constituencies. The service facilities provided by UNDP field representation are often a compelling argument. I can repeat what I told the Second Committee of the General Assembly last November. Our experience shows "that bilateral and multilateral assistance are more and more joining forces in such critical and strategic areas of development as energy assessment and management, labour intensive public works programmes, food and agricultural priorities ... This expanded collaboration is an important aspect of development assistance efforts in the 1980s, and by its very nature is lending increased cohesion and purpose to the development process."

28. And I would add that such collaboration is to a great extent made possible by the UNDP field network. While it is certainly useful to provide master lists of projects in need of cost sharing or co-financing, it is also understandable that donors (no less than recipients) are best persuaded of a project's need and suitability on the spot. When they can see for themselves a project in action they can better judge the desirability of participation.
29. Many examples of country level resource generation can be cited. In 1983 the EEC provided \$1.6 million for a follow-up phase to the UNDP-supported seed production project for medium and small farms in Yemen Arab Republic. In the Sudan, \$9.7 million in co-financing by the EEC, France and the Netherlands is being co-ordinated under four UNDP-supported projects for development of the Jonglei Canal. A project for rural access roads in Kenya is being replicated in the Sudan and, with assistance from the Finnish International Development Agency, in Zambia. The International Centre for Public Enterprises in Developing Countries, supported by UNDP and located in Ljubljana, Yugoslavia, has drawn parallel financing of \$685,000 from the Netherlands and \$461,000 from Sweden. For every one dollar contributed by UNDP to various National Household Survey Capability Programmes, two dollars are contributed by bilateral donors. An irrigation project in Tanzania is being co-financed with a \$1.3 million food-for-work grant from the World Bank and \$1 million for equipment and materials from Australia. Other examples are described in more detail in addendum 1 to this report (Project Results).
30. In the quest for additionality, UNDP also works closely with its agency partners. To cite one example, in several Asian and Pacific countries, the Programme's field offices have assisted agency representatives in bringing together public and private sector officials with potential investors from abroad. Often these meetings, organized through the United Nations Industrial Development Organization, have resulted in preliminary agreements for setting up joint ventures.
31. A four-day investor's forum held in Dhaka in 1982 under UNIDO's auspices resulted in the signing of 15 letters of intent for projects covering polyester fibres, refractory brick, vegetable processing, jute diversification, cables and aluminium extrusion of wire rods. Bangladesh, India and Austria also agreed to set up a joint \$160 million sponge iron plant. Attended by more than 100 representatives from 30 countries and 20 financial and international institutions, the Dhaka forum could generate up to \$400 million in new capital for industrial development in Bangladesh.
32. Similarly in China, a five-day seminar brought 400 potential investors from 24 countries and territories, mostly from Western Europe, North America, Hong Kong and Japan, to Guangzhou in June 1982 and resulted in the signing of 59 letters of intent for projects valued at \$500 million, ranging from textiles to industrial products.
33. China provides a good example of the way in which UNDP field offices can work to gain additionality and complementarity of development resources at the country level. The People's Republic is somewhat unusual in that 70 per cent

of external assistance is provided by multilateral organizations, of which UNDP is a leading on-the-scene representative, and much by way of new bilateral assistance is being "piggy-backed" through UNDP-supported activities. The Programme's resources are thus often keyed to "seed-money" projects used as incentives for co-financing.

34. Such co-financing arrangements are growing. To help Chinese technicians and experts in need of language training for further study abroad, UNDP has supported three foreign language training institutes teaching English for special purposes, which have thus far prepared more than a thousand Chinese professionals for study abroad. On the basis of the success registered by these institutes Australia has now provided \$2 million in co-financing to extend the work of this network, under a project document which parallels that signed by UNDP. Similarly, a Chinese coal liquification project supported by UNDP has attracted the interest of Japan's New Energy Development Corporation for parallel assistance. Other donor countries are considering follow-up financing to extend the UNDP-supported earthquake engineering project in Beijing, on which field work was completed in 1983. During 1984 another \$5.7 million in co-financing arrangements for China are being negotiated with France and the United Kingdom in the fields of energy and industrialization.

35. China itself provides substantial cost sharing under a number of UNDP-supported projects, particularly in the area of equipment purchases. Third parties are increasingly joining in this effort. Under two Government-executed geothermal exploration projects, for example, the Government of Italy is providing \$9.1 million in cost sharing contributions for equipment, training and expertise. A number of other cost sharing arrangements involving other bilateral donors are in the pipeline.

36. There are other examples. The underlying point is the strong resource mobilization role being played at the country level by the UNDP field office in helping to facilitate China's intense drive for technological advancement. At the annual review of the UNDP-supported programme held in Beijing last December, Chinese officials expressed strong support for this role and urged continued efforts along similar lines. Moreover, the Government encouraged UNDP to make exploratory contacts with NGOs of European countries, Canada and Japan in an initiative designed to acquaint them with China's technical assistance needs to promote further linkages with other programmes for technical co-operation. The Government also proposed to organize visits to selected UNDP-assisted projects for representatives of countries with a major interest in UNDP and technical co-operation activities. And the Government affirmed the use of UNDP's limited resources as seed money to attract supplementary financing from other assistance organizations. China is itself providing an expanding range of technical co-operation to other developing countries through TCDC, as described in addendum 2 of this report.

37. There are many other ways in which additional resource generation goes forward day-by-day at the country level. In many developing countries, Ambassadors of some donor Governments have small, discretionary funds that may be used for particular development purposes. In Burma, as another example, a

highly successful project for the development of small industries has drawn equipment contributions from diverse sources in Canada, China, Japan and Sweden, mainly through contacts forged by the project's chief technical advisor. Under a UNDP-supported project in Singapore, a UNESCO advisor has developed another ingenious method of stretching project resources. The instruments he used for training in quality control were so sensitive and expensive that hands-on training was ruled out. The advisor wrote to firms making the instruments asking for contributions of old, broken, discarded or unused pieces of equipment, and more effective, hands-on training soon began on the basis of the response.

V. THE CENTRAL NEED FOR CENTRAL RESOURCES

38. However extensive or ingenious the means of resource mobilization at the country level, the fact remains that UNDP's central funding, co-ordinating mandate remains critically dependent on voluntarily contributed core resources. While UNDP field offices are strategically placed to provide the entire range of United Nations technical co-operation, while they facilitate important, on-the-scene contacts with the donor community, while they serve as focal points on such key issues as TCDC, the Water Decade and round-table conferences, while, indeed overall resources have been augmented by cost-sharing and co-financing arrangements to the point where these means of resource generation have approached a level almost half again as great as voluntarily contributed core resources -- while all this is true, the fact is that core resources have made it possible, have made the field service network itself possible.

39. The growth in additionality may well represent a new era of greater development collaboration in the 1980s. It may represent a logical step in the process of self-reliance. It is, in some measure, a tribute to the effective work of UNDP and its agency partners. All these developments should and can be applauded. The point, however, is not that country-level resource mobilization is replacing or substituting for the Programme's core resources, but that these voluntarily contributed core resources have made and continue to make such additionality possible.

40. The central resources of UNDP provide the essential framework, including the field service network, under which the Programme moves forward, and this cannot be emphasized strongly enough. That is why so many widespread appeals were heard in 1983 for rising levels of support to UNDP on a predictable, assured and continuous basis. These included not only the appeal of the Director-General in his policy review of operational activities, but also the collective Declaration of the Ministers of Foreign Affairs of the Group of 77, calling for "substantial and real increases in the flow of resources for operational activities and, in particular, for the United Nations Development Programme to maintain and increase the effectiveness of the operational programmes of the United Nations system"; the ministerial declaration of the Council of OECD in May, which "also recognized the importance of technical co-operation, and reaffirmed their commitment to a strong centrally funded system of United Nations technical co-operation."

41. I have tried to set forth in this introduction the many steps taken by UNDP over the past year to improve its effectiveness and broaden its usefulness and service. Taken together with other policy recommendations on improved co-ordination and management at the country level, described in UNDP's three policy papers before this Council session -- on measures to meet changing needs, the mid-cycle review and preparations for the fourth cycle -- taken together with these, these steps can serve to keep UNDP on the leading edge of the development effort in the years ahead.

42. To meet these challenges, UNDP is not only stretching its resources in ways I have sought to describe; it is stretching its capabilities as well. I appeal, in turn, to Governments of recipient and donor countries alike to support us in our efforts.

A handwritten signature in black ink, appearing to read 'Brad Morse', with a stylized, cursive script.

Bradford Morse
Administrator

Notes

1/ "Measures to be taken to meet the changing technical co-operation requirements of the developing countries", (DP/1984/4).

2/ "Operational activities for development of the United Nations system; Note by the Secretary-General", (A/38/258).

3/ Organisation for Economic Co-operation and Development, Development Co-operation: 1983 Review. Report by Rutherford M. Poats. (Paris, November 1983), Passim.

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