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POLICY

PROGRAMME IMPLEMENTATION

IMPLEMENTATION OF DECISIONS ADOPTED BY THE GOVERNING COUNCIL
AT PREVIOUS SESSIONS

Economic and social crisis in Africa: strengthening of field
offices in Africa

Report of the Administrator

SUMMARY

In June 1985, the Governing Council of the United Nations Development Programme acknowledged, in its decision 84/18, that the prevailing crisis in sub-Saharan Africa necessitated greater and more sustained efforts on the part of African Governments and the international community.

External assistance programmes must be adapted to the priority needs of African countries and based on coherent and realistic economic policies, development strategies and sectoral priorities. UNDP is helping a number of African countries to organize round-table conferences, thereby establishing a dialogue between Governments and donors.

The Regional Bureau for Africa intends to carry out an assessment of the human resources required in order to establish economic policies and sectoral priorities and of their deployment on a country-by-country basis, as well as an assessment of needs for technical assistance in the short and medium terms.

The number of UNDP staff in sub-Saharan Africa must be increased in the three areas identified in this document: enhancement of traditional activities, new UNDP activities (co-ordination of assistance, round-table conferences, participation in consultative groups, etc.) and emergency programmes.

OVERVIEW

The crisis in sub-Saharan Africa calls for greater and more sustained efforts on the part of African Governments and the international community. The role of the United Nations system, led by the resident co-ordinators and UNDP, has been widely recognized as an essential means of enhancing technical assistance from international organizations and the international community as a whole. This role consists of co-ordinating programmes of the United Nations system and mobilizing external resources to meet the needs of short-, medium- and long-term recovery and development programmes as well as the needs created by the emergency situation in the 20 countries stricken by drought.

It is likewise becoming necessary to adapt external assistance programmes to the priority needs of African countries. This adaptation should be carried out on the basis of coherent and realistic economic policies, development strategies and sectoral priorities. To assist Governments in this effort, UNDP, together with the World Bank, is helping a number of African countries to organize round-table conferences and consultative groups at which a dialogue is begun between Governments and donors. These activities enable UNDP (and other donors) to identify clearly and coherently areas in which programmes should be set up.

At the same time, and taking into account the specific nature of the UNDP mandate, the Regional Bureau for Africa intends to carry out an assessment of the human resources required in order to elaborate economic policies and sectoral priorities and of the deployment of those resources. This assessment will identify staffing inadequacies, training and restructuring needs and technical assistance needs in the short and medium term. This information, which will be identified as part of the overall technical assistance needs of each country, will provide a framework for both Governments and donors.

All these activities should result in a UNDP programme and in projects that constitute a direct response to the priority needs of countries. This effort should also be accompanied by enhanced programme and project selection in order to achieve more efficient and effective results.

To enhance the quality of assistance to Governments, the number of UNDP personnel in sub-Saharan Africa must be increased in the three areas described in this document: enhancement of traditional activities, new UNDP activities (co-ordination of assistance, round-table conferences, participation in consultative groups, etc.) and emergency programmes in the next 30 months.

INTRODUCTION

1. Africa is facing a crisis, and this crisis is expanding as a result of growing internal difficulties combined with severe environmental constraints. The crisis takes the form of negative per capita growth, food dependency which is becoming increasingly difficult to cope with, and a growing number of requests for international assistance. The population explosion and its effects on any increase in a country's output, the orientation of certain development policies and the long-standing economic deficit in general have also contributed to the crisis, as have the successive upsurges in the price of oil, the rise of the dollar and interest rates, the worsening of the terms of trade and the persistent drought, which transcends the borders of traditional arid ecosystems.

2. These considerations yield a particularly bleak picture of Africa's prospects, and indicate that the state of emergency continues. From now on the choice lies between a "spontaneous" process of adjustment necessitated by a worsening crisis, with consequences that are very likely to be tragic, or a controlled adjustment, carried out with the international community's assistance, in order to minimize its impact and lay the groundwork for sustained development.

3. Just as the ongoing crisis has long-term structural origins, the adjustment process will also be a long-term one: there is no easy or speedy solution. Only a sustained and concerted effort to solve the most pressing problems will succeed.

4. Under these circumstances, UNDP must assume primary responsibility for meeting immediate needs as well as for preparing and implementing a self-generating development better adapted to the economic context and essential values of Africa. UNDP is suited for this purpose by its solid reputation and a store of expertise which it seeks to make available to Africa. Nevertheless, it has been recognized that this capacity must be strengthened in order to meet current needs.

5. Recognizing this need in its decision 84/18, on the current economic and social crisis in Africa, the UNDP Governing Council in June 1984 clearly expressed the need to review the capacity of field offices in Africa to undertake effectively the additional work-load arising from the evolving circumstances and increased responsibilities which were not foreseen at the time of the Headquarters and Field Office Staffing Survey, and to present to the Governing Council at its thirty-second session recommendations on how field offices in Africa might better cope with the realities of the current economic and social crisis as well as the immediate and long-term developments in Africa.

6. This decision is at the origin of the present document, which identifies three primary areas of responsibility that served as the basis for the assessments:

- (a) Traditional activities;
- (b) New UNDP activities;
- (c) Emergency programmes.

I. STRENGTHENING OF TRADITIONAL ACTIVITIES

7. Traditional activities are understood to be activities related to the management of programmes and funds tied to indicative planning figures. Note must be taken in this context of the deterioration of the environmental conditions governing technical assistance operations in Africa, of security and logistical problems and the inability of government services to cope with an ever larger volume of external assistance. Most field offices in sub-Saharan Africa require more staff than do field offices in other regions because of this inadequacy, which is reflected in an increased work-load in such areas as programme and project identification, formulation and follow-up.

8. This increased work-load has been taken into account in the budget estimates for 1986-1987 (DP/1985/57), which would be incomplete if they failed to reflect the changes which have occurred in the very nature of these activities. The enhancement of programme quality continues to be a major concern of UNDP. It involves evaluating financed projects more effectively, constantly adapting programmes to the changing conditions in each country, and raising the level of dialogue between resident representatives and the national authorities.

9. In so far as raising the level of dialogue is concerned, UNDP has made a considerable effort since 1984 to realign most of its activities in accordance with the major economic and social development concerns of Governments. This should enable countries to manage their economies and define their development strategies and sectoral priorities more effectively even while faced with major constraints to economic development. This effort has already met with some success in countries where current programmes were reoriented in this manner. A detailed account of this reorientation will be submitted to the Governing Council in document DP/1985/23. Such reorientation generally takes place during or after the preparations for donor conferences (round-table meetings organized by UNDP or World Bank consultative groups). This objective is about to become standard in the preparation of country programmes for the fourth programming cycle, with the approval of the Governments concerned.

10. This reorientation calls for a detailed assessment of current activities so that they can be brought into line with the revised goals or eliminated or modified if they are not in keeping with them. It is not enough to reorient a programme; both short-term and sustained activities must be carried out to achieve this objective.

11. Thus, staff requirements for field office activities are based on three major considerations:

- (a) An increase in the number of field office activities;
- (b) The greater complexity of programme management;
- (c) The need to provide enhanced programme management.

12. The relatively low level of staffing in field offices had already been noted in 1981, at the time of the Headquarters and Field Office Staffing Survey.

However, while these conclusions provided a specific frame of reference, they nevertheless dealt with this problem indirectly. Likewise, in 1983 the Joint Inspection Unit (JIU) noted (see JIU report REP/83/4 of February 1983, para. 36) that the number of professional staff per field office had remained at the level of a decade before, despite the dramatic increase in the number of activities in recent years. In conclusion, the report drew attention to the urgent need to increase programme management capacity.

13. In order to arrive at a qualitative and quantitative assessment of the staffing needs of field offices in Africa and find solutions that would help meet those needs, a questionnaire was sent by Headquarters to the UNDP field offices. A purely quantitative analysis of the development of field office activities shows that this increase is significant in many cases. The replies to the questionnaire (annexed hereto) provide interesting information on this subject.

14. This assessment would be far from complete if it failed to mention the changes which have taken place in the very nature of the work of UNDP. The economic crisis in Africa affects nearly all countries, whether or not they are among the 29 least developed countries (LDCs). The crisis makes a strengthening of field office activities necessary so that UNDP resources can in fact be used more effectively. This in turn calls for:

(a) Reassessing programmes in depth more quickly in order to adapt them to new situations;

(b) The use of the results of studies and surveys which might affect the order of priorities, programmes and projects;

(c) Improved evaluation of ongoing projects;

(d) A closer dialogue between the Field Office and the national authorities.

15. At the same time, an in-depth re-examination of the programme is required in order to terminate low-priority and low-performance projects in favour of sectors offering more promise. Finally, a veritable "portfolio of projects" requiring funding, regularly updated and supplemented, was compiled in 1984 and is used by donors.

Additional staffing requirements for the strengthening of traditional activities

16. The annexed tables show the additional posts to be filled (20 Professional posts, 24 national programme officers and 64 General Service posts). Proposals for funding these posts in the short- and medium-term are included in the budget estimates for the biennium 1986-1987 (DP/1985/57).

II. NEW UNDP ACTIVITIES

17. New activities should be understood as new UNDP co-ordination, assistance and advisory activities in the context of the round-tables and the consultative groups.

18. The main aim of such co-ordination is to ensure overall coherence at three levels, namely:

(a) The macro-economic and sectoral co-ordination of national planning and external assistance;

(b) The co-ordination of donor involvement, and matching it to national development plans;

(c) Coherence among technical assistance programmes and projects.

19. At the end of 1983, a fresh stimulus was given within the international community and among the principal donors towards strengthening the structures and mechanisms for co-ordinating technical assistance. Development assistance cannot be effective without a structured approach on the part of both the recipient Governments and the donors. The international community expressed the desire to see the co-ordination machinery within the United Nations system strengthened through the resident co-ordinator at the country level and by corresponding mechanisms at Headquarters.

20. At the same time, in early 1984, UNDP began an assessment of the donor conferences (round-tables). The conclusions drawn from this exercise were submitted to a group of African ministers of planning at a meeting held at Cotonou in November 1984 and to the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD) in October 1984. The conclusions and recommendations of the evaluation exercise were accepted by both meetings. The new format of round-tables resulting from this exercise provides for a consultation process between the least developed countries and the principal donors comprising a number of stages, the first of which includes a dialogue on the Government's policies and macro-economic framework, sectoral priorities and development strategy, and the follow-up to the sectoral meetings.

21. Following a series of consultations with the World Bank, certain joint activities were decided upon: they involve the co-ordination of assistance between the two organizations, but also relate to assistance in general for specific countries. The main activities concern the least developed countries, where consultative groups or round-tables are being organized and will meet in the near future.

22. At the same time, the OECD Development Assistance Committee supported the idea that UNDP should take the lead in co-ordinating technical assistance in Africa. The World Bank has reaffirmed this role. This is of particular significance as the OECD countries and the World Bank finance some very large technical assistance programmes.

23. In order to ensure that the African countries improve their economic management, it is intended that UNDP should undertake an exercise to identify staffing requirements in this field. The process will include an evaluation of existing structures and machinery and will help the Government in determining its technical assistance requirements from an overall standpoint, in the medium- and long-term, as well as its requirements for the training of national staff. Once

completed in each country, this exercise will serve as a framework for external technical assistance inputs; it will also be used for the preparation of UNDP country programmes. Thus, it will result in improved co-ordination of technical assistance for the Government's priority activities, as well as in the identification of requirements for improving economic management. That will prepare the way for the action necessary to strengthen national capacities in terms of human and institutional resources, which, in the long term, will reduce external inputs into the countries concerned. It will also mean the more effective use of UNDP technical assistance in priority areas. It is expected that this exercise can begin in the second half of this year and will cover a number of countries, particularly those submitting a UNDP country programme to the Governing Council in June 1986.

24. The above-mentioned activities, which are aimed at the co-ordination of external assistance, must be accompanied by a corresponding expansion of assistance and advisory services to national authorities. Since early 1984, UNDP has stepped up its efforts to strengthen government capacity in the internal co-ordination of its programmes and in the co-ordination of external assistance. Projects with this objective in mind have been formulated and are under way in a number of countries: the idea is to introduce them in other countries, in agreement with the Governments concerned.

25. Mention should also be made here of the role of the resident co-ordinator, who is the focal point of assistance within the United Nations system, whatever the sector, source of finance or agency involved. This co-ordination includes:

- (a) Co-ordination of programmes and projects;
- (b) Internal planning of the activities of the system;
- (c) Participation in the preparation, execution and follow-up of all projects.

26. There are now a considerable number of bilateral and multilateral donors providing assistance to Africa. To these should be added the growing number of activities - particularly in the most seriously affected countries - of non-governmental organizations (NGOs). These have resulted in an increased flow of assistance, but until recently this involved scattered and maladjusted activities which, in some cases overlapped, cancelled each other out or even combined to produce negative effects.

27. The development of the round-table process, the growing participation in the consultative groups, the intensification of UNDP activities to fulfil the central role assigned to resident representatives in co-ordinating technical assistance, and the strengthening of governmental structures to improve co-ordination both internally and with respect to development assistance, have entailed a significant increase in the work-load of the field offices. Such an arrangement calls for skills different from those needed for normal programme management.

28. The quantitative analysis based on the survey questionnaire suggests a work-load in the order of one Professional post for one year in respect of each office involved.

29. In order to carry out these tasks, staff with a long practical experience of development economics are required. The aim is not simply to run an assistance programme but to provide the resident co-ordinators with the means to take positions based on macro-economic criteria and sectoral priorities. Therefore, it is necessary to call on economists whose specialization covers the developing countries. Their main duties will be as follows:

(a) Representing UNDP and directing the series of round-tables or, as necessary, participating in the follow-up work of the consultative groups together with the donors (economists' consultation group);

(b) Participating in the donors' preparatory work, meetings and follow-up with a view to improving the co-ordination of their activities;

(c) Establishing and maintaining a data bank covering all the technical assistance provided by the international community to the host country;

(d) Monitoring and periodically assessing the economic changes in the country (macro-economic and sectoral analysis);

(e) Preparing reports on the economic and social situation of the country as required by the Secretary-General of the United Nations, the Administrator, the Special Office for Africa (Secretariat) or the Regional Director for Africa, including the annual report of the resident co-ordinator.

Additional staffing requirements for new UNDP activities

30. In line with the proposals contained in the budget estimates for 1986-1987 (DP/1985/57), it is proposed initially to recruit 16 economists, 5 national programme officers and 19 General Service staff. In addition to the countries of their duty stations, these economists would cover two or three other countries and will thus service all the countries south of the Sahara. A detailed breakdown of these proposals is annexed.

III. EMERGENCY PROGRAMME SUPPORT

A. The drought

31. The persistent drought and its effects on the life of the affected populations and the economy of the drought-stricken countries have been discussed in a number of international forums, most recently during the Conference on the Emergency Situation in Africa held at Geneva on 11 March 1985 and the follow-up meetings at Geneva, Nairobi, Dakar and Ouagadougou in the same month. Therefore there is no need to describe again in detail the effects of the drought or the action taken by the countries themselves and the international community to combat it. Besides the serious drop in agricultural and livestock production, the drought has forced those affected to abandon their land and property and to move towards less affected regions. These movements have, in turn, led to overcrowding on agricultural and pasture land. An appeal has been made to the international community to provide large-scale aid to the 20 drought-stricken countries, particularly, the 10 most

affected, which are Angola, Burkina Faso, Chad, Ethiopia, Mali, Mauritania, Mozambique, the Niger, Somalia and the Sudan. The aim is to assist the displaced populations at the same time as those who, while remaining on their land, have been affected by the drought in respect of their most basic needs. The aid required includes: (a) food; (b) basic health and drinking-water needs; (c) certain clothing and camping and other supplies, as appropriate; (d) basic agricultural and pastoral inputs (seeds, vaccines, etc.), with the forthcoming planting season in mind; and (e) the necessary organization and logistical support to plan, receive, store and distribute the supplies provided.

32. The Governments of the 10 most affected countries have mobilized and established major structures first to cope with the effects of the drought and then to receive and distribute the large quantities of supplies. Nevertheless, given the disastrous scale of the current crisis, it has been recognized that these Governments would require international support to organize the assistance. While mobilizing its resources and adjusting some of its programmes to meet emergency assistance needs, the United Nations system has also responded to the need to help the Governments of the drought-stricken countries in organizing international assistance.

33. On 17 December 1984, the United Nations General Assembly adopted by consensus resolution 39/29 on the critical situation existing in some regions of Africa. The Secretary-General announced the setting up of an office to examine, record and direct action undertaken to prevent and/or, as the case may be, to deal with the worst situations. On the same occasion, the Secretary-General requested the international community to help meet the most urgent needs of the regions which are currently most seriously affected.

34. The Office for Emergency Operations in Africa set up by the Secretary-General was given the following tasks:

(a) To monitor the development of emergency situations and to help mobilize and co-ordinate the increased assistance;

(b) To identify emergency needs and facilitate collaboration for the mobilization and distribution of the necessary resources;

(c) To identify weaknesses in the emergency response capabilities and to act promptly to deal with them;

(d) To assist the Governments concerned, upon their request, to take over the planning and management of emergency operations;

(e) To facilitate communication, consultation and co-operation among all institutions and authorities, governmental, intergovernmental and non-governmental, involved in the crisis;

(f) To ensure the regular preparation of reports to donors and other interested parties concerning the development of the emergency situation in the affected countries, as well as that of the international community's response to the needs expressed;

(g) To link emergency operations with development activities in order to combine the effects of emergency, development and environmental approaches;

(h) To evaluate the experience acquired in setting up a large and complex emergency assistance programme with a view to providing lessons for the future.

35. This new structure within the United Nations should be strengthened by UNDP and supplemented by corresponding structures at the UNDP field office level, to wit;

(a) A central unit attached to the Office for Emergency Operations in Africa;

(b) Corresponding units in UNDP field offices in the worst affected areas.

B. Organization within the field offices

36. Emergency response mechanisms have already been established in all the affected African countries. In some cases, these mechanisms are effective; in others, it is clear that the field offices must be strengthened in order to make it easier to conduct emergency-related activities and to provide the necessary linkage between such activities and the long-term development needs of the affected countries. These mechanisms correspond to the co-operation arrangements established within the headquarters of international organizations. The planning, implementation and monitoring of the emergency-related activities of the United Nations system should be carried out within an established structure. This structure would consist of a Group for Emergency Operations for each country, this title being followed by the name of the country concerned. The Group for Emergency Operations would be chaired in each country by the resident co-ordinator or, in the case of Ethiopia, by the special representative of the Secretary-General.

37. Leaving aside the differences in each country's situation, the organization of the Groups for Emergency Operations should take account of the basic principles and/or comply with the conditions described below:

(a) The primary responsibility of the resident co-ordinator for the co-ordination of all United Nations emergency-related activities;

(b) A regular and strengthened consultation process presided over by the resident co-ordinator, which would ensure that information concerning emergency-related activities and problems is transmitted to the Office for Emergency Operations in Africa; a process of periodical consultations with the representatives of other agencies in the United Nations system, donor Governments and intergovernmental and non-governmental donors, through which the major donors, in co-operation with the Government of the country, will be able to obtain a clear impression of the ways in which the activities they finance are interrelated.

38. The resident co-ordinator is responsible, at the country level, for the eight tasks listed in paragraph 34 above. In addition, he is responsible for the co-ordination of emergency-related operations and activities among the United Nations bodies. This responsibility covers the whole of the United Nations system. He is supported by the staff of international organizations, in particular

by the Office of the United Nations Disaster Relief Co-ordinator (UNDRO), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the Office of the United Nations High Commissioner for Refugees (UNHCR). The office of the UNDP resident representative will provide the resident co-ordinator with the necessary administrative support as part of the overall co-ordination of emergency operations at the country level; thus, it will, inter alia, systematically ensure interaction between the emergency, rehabilitation and development activities. Similarly, it will also keep in constant contact with the Government and the local representatives of donors, including non-governmental organizations.

C. Additional staffing requirements for emergency programme support

39. It is therefore clear that the tasks and responsibilities of the resident co-ordinator/resident representative have increased considerably in the 10 most affected countries, as well as in Botswana and Kenya, which, although not classified as most seriously affected countries, have been seriously hit by the drought. It is to be hoped that the current crisis is only temporary; nevertheless, it is imperative that each of the 12 field offices concerned should be strengthened by the addition of one senior post together with one support-staff post during the next 30 months. It is also necessary to strengthen two other field offices which provide essential logistic support for the administration, dispatch and carriage of materials to the land-locked countries of the Sahel (Chad, the Niger, Burkina Faso and Mali), the offices in question being those in the Ivory Coast and Cameroon. In addition, it will be necessary to provide one additional senior post and one support-staff post for each of those two countries.

40. In the document containing the budget estimates for the biennium 1986-1987 (DP/1985/57), the Administrator proposes a method for funding the temporary additional posts. A table listing these posts in detail is annexed. A total of 14 Professional posts, 12 national programme officers and 53 General Service posts is required for the next 30 months in order to meet emergency needs.

D. International Conference on Assistance to Refugees in Africa (ICARA II)

41. UNDP has been given a major role as a result of the Second International Conference on Assistance to Refugees in Africa, held at Geneva from 9 to 11 July 1984. ICARA II is an extrabudgetary programme. In principle, the resources allocated for the direction and management of this programme come from other donors, the additional work-load being funded from extrabudgetary resources, and there will be no direct effect on the administrative budget of UNDP. Nevertheless, it is clear that the responsibility for co-ordinating the activities aimed at setting up the programmes and projects concerned still lies with the resident co-ordinator/resident representative.

IV. EFFECTS ON HEADQUARTERS STRUCTURES AND ACTIVITIES

42. The deployment of economists in the field to act as advisers on economic policy and co-ordination must be complemented by an equivalent office at headquarters, the main task of which would be to:

(a) Define the development policy to be conducted by this institution and to identify the main strategic options and areas of activity;

(b) Assist in the formulation and implementation of the assistance programme, including the organization of round-table conferences and participation in the consultative groups;

(c) Establish patterns for work and inter-office relations, co-ordinate activities, and assist and monitor the economists in the field;

(d) To provide the Directorate and the various geographical divisions with economic advisory services at headquarters;

(e) Prepare economic surveys on particular countries or regions and, at least once a year, produce a report on the economic and social situation of sub-Saharan Africa as a whole.

43. Headquarters should therefore be strengthened through the establishment of two additional economist posts and two support-staff posts, in order to meet headquarters requirements with respect to new UNDP activities. The staff concerned will be attached to the Regional Bureau for Africa but will also service the Regional Bureau for Arab States.

44. In order to cover the requirements and functions described under the heading "Emergency programme support", and as indicated in paragraph 36 above, it is necessary to raise headquarters staffing levels. Three Professional and three support-staff posts are proposed.

45. The strengthening of staff within the Regional Bureau for Africa is justified by an additional work-load which covers (a) the particular problems facing island countries, as well as a number of countries with special problems (Ethiopia, Uganda) which are covered by the Division for East Africa; (b) the requirements of the special programmes for Namibia and national independence movements, covered by the Division for Southern Africa; and, (c) the special problems, and the large number of countries, covered by the Division for West Africa. The geographical coverage of the latter embraces 16 countries, in line with the subregional division institutionalized by the Organization of African Unity (OAU). In particular, this subregion includes eight countries of the Sahel, four of which are classified among the 10 most affected countries and three others, while not being officially part of that group, are, in practice, considered as such.

46. This being so the Regional Bureau for Africa should be strengthened through the establishment of two additional Professional and two support-staff posts, in order to cover traditional and new activities from the operational standpoint.

Additional staffing requirements for the strengthening of headquarters structures

47. In sum, the above proposals mean an additional seven Professional and seven support-staff posts to cover headquarters requirements under the three headings (traditional activities, new activities and emergency programmes). The proposals as a whole are reproduced in the annexes. The Administrator has submitted proposals for funding the additional posts in his budget estimates (DP/1985/57).

Annex I
COUNTRY INFORMATION

Countries	LDC As if - A	Bank Estimated	UNDP	Round Table countries	Emergency		Current location	Planned location of UNDP economists a/
		reform Ongoing - A Expected - B	Bank concen- tration		Most affected - A Others - B	Rein- force- ment	Bank offices d/ Regional mission - A Resident mission - B	
Angola	A						X	
Benin	X	B		X				
Botswana	X				B	X		
Burkina Faso	X			X	A	X	B	
Burundi	X	B	X	X	B		B	
Cameroon						X c/	B	
Cape Verde	X			X	B			
Central African Republic	X			X				X
Chad	X			X	A	X		
Comoros	X		X	X				
Congo								
Djibouti	X			X	B			
Equatorial Guinea	X			X				
Ethiopia	X		X		A	X	B	X
Gabon								
Gambia	X			X				
Ghana	X	A	X				B	X
Guinea	X		X					X
Guinea-Bissau	X	A	X	X				
Ivory Coast						X b/	A	
Kenya		B	X		A	X	A	
Lesotho	X		X	X	B			
Liberia		A						
Madagascar		A	X				B	X
Malawi	X	A		X				
Mali	X	A	X	X	A	X	B	X
Mauritania	A	B	X		A	X		
Mauritius			X					
Mozambique		B			A	X		
Namibia								
Niger	X	A	X	X	A	X	B	X
Nigeria							B	
Rwanda	X		X	X	B		B	X
Sao Tome and Principe	X			X				
Senegal	A	B	X		B		B	X
Sierra Leone	X	B	X	X				
Somalia	X		X		B	X	B	X
Sudan	X		X		A	X	B	X
Swaziland								
Togo	X	A	X	X				X
Uganda	X	A	X				B	X
United Republic of Tanzania	X	B	X		B		B	
Zaire		B	X				B	X
Zambia		A	X		B		B	X
Zimbabwe		B			B			X
Total:	X = 27 A = 3	A = 10 B = 10	X = 23	X = 19	A = 10 B = 11	X = 14	A = 2 B = 17	X = 16
Grand Total:	30	20	23	19	21	14	19	16

a/ For additional coverage see Annex II.

b/ To strengthen the transit operations at the port of Abidjan to backstop the emergency activities in Burkina Faso, Mali and Niger.

c/ To strengthen the sub-office in Douala to backstop the transit operations for Chad, The Central African Republic and Equatorial Guinea.

d/ Only the Regional offices have sectoral economic capacities. The Resident missions are generally headed by Resident Representatives and supported by Administrative staff, and are basically concerned with facilitating cooperation and communication between the institution and the country.

Annex II

DISTRIBUTION OF ECONOMIST POSTS

<u>LOCATION</u>	<u>ADDITIONAL COVERAGE</u>
<u>Regional Bureau for Africa:</u>	
Central African Republic	Chad
Ethiopia	United Republic of Tanzania
Ghana	Sierra Leone, Liberia
Guinea- Bissau	Guinea
Madagascar	Mauritius, Comoros
Zambia	Malawi, Lesotho
Mali	Mauritania
Niger	Burkina Faso
Rwanda	Burundi
Senegal	Gambia, Cape Verde
Togo	Benin
Uganda	Kenya
Zaire	Sao Tome and Principe, Equatorial Guinea
Zimbabwe	Mozambique, Angola
<u>Regional Bureau for Arab States:</u>	
Sudan	-
Somalia	Djibouti

ANNEX III

1986-1987 BUDGET ESTIMATES

Countries	1984-1985			ADDITIONAL POSTS REQUESTED									
	Authorized Posts			Professional Posts						Emergency support			
	P	IOA	LNO	GS	General strengthening			Aid coordination (RTC,CG)			P	LNO	GS
				P	LNO	GS	P	LNO	GS	P	LNO	GS	
<u>A. Field Offices</u>													
<u>Regional Bureau for Africa</u>													
Angola	5	1	-	27	-	2	3	-	-	-	1	1	5
Benin	3	1	2	25	-	-	1	-	-	-	-	-	-
Botswana	2	2	-	14	1	-	1	-	-	-	1	1	2
Burkina Faso	4	-	3	27	1	1	1	-	-	-	1	1	5
Burundi	5	1	-	32	1	1	1	-	-	-	-	-	-
Cameroon	4	-	2	23	1	-	1	-	-	-	1	-	2
Cape Verde	3	1	-	13	-	1	2	-	-	-	-	-	-
Central African Republic	4	1	-	20	1	1	3	1	-	1	-	-	-
Chad	5	1	-	29	-	1	-	-	-	-	1	1	5
Comoros	2	1	-	12	1	1	1	-	-	-	-	-	-
Congo	3	-	1	15	-	-	2	-	-	-	-	-	-
Equatorial Guinea	3	1	-	10	1	-	1	-	-	-	-	-	-
Ethiopia	7	-	4	46	-	1	1	1	-	1	1	-	4
Gabon	2	1	-	10	-	-	-	-	-	-	-	-	-
Gambia	4	-	-	13	-	1	2	-	-	-	-	-	-
Ghana	3	-	3	30	1	-	-	1	1	2	-	-	-
Guinea	4	1	-	25	1	2	2	1	-	1	-	-	-
Guinea-Bissau	4	1	-	20	1	-	2	-	-	-	-	-	-
Ivory Coast	3	-	1	20	1	1	2	-	-	-	1	-	1
Kenya	4	-	2	32	-	-	-	-	-	-	1	1	4
Lesotho	4	-	1	23	1	-	1	-	-	-	-	-	-
Liberia	3	-	2	16	-	-	1	-	-	-	-	-	-
Madagascar	4	-	2	26	-	-	-	1	1	1	-	-	-
Malawi	5	-	1	20	-	-	3	-	-	-	-	-	-
Mali	5	-	2	32	-	1	1	1	-	1	1	1	5
Mauritania	4	1	-	20	-	1	5	-	-	-	1	2	6
Mauritius	2	-	1	12	-	-	-	-	-	-	-	-	-
Mozambique	5	1	-	28	1	-	2	-	-	-	1	1	4
Namibia	3	1	-	12	-	-	-	-	-	-	-	-	-
Niger	5	1	1	20	-	1	1	1	-	2	1	1	4
Nigeria	4	-	3	43	1	1	-	-	-	-	-	-	-
Rwanda	5	1	1	27	-	1	-	1	-	2	-	-	-
Sao Tome and Principe	1	1	-	5	1	1	2	-	-	-	-	-	-
Senegal	4	-	2	27	-	1	1	1	-	1	-	1	1
Sierra Leone	4	-	2	23	-	1	2	-	-	-	-	-	-
Swaziland	2	-	1	14	1	-	1	-	-	-	-	-	-
Togo	3	-	2	23	-	-	1	1	-	1	-	-	-
Uganda	5	1	2	26	-	-	3	1	-	1	-	-	-
United Republic of Tanzania	5	-	4	34	-	-	3	-	-	-	-	-	-
Zaire	5	1	2	42	1	-	1	1	1	1	-	-	-
Zambia	4	1	2	25	-	1	1	1	1	1	-	-	-
Zimbabwe	4	1	1	16	-	1	2	1	1	1	-	-	-
Sub total	160	23	50	957	17	23	57	14	5	17	12	11	48

Annex III (Con't.)

1986-1987 BUDGET ESTIMATES

ADDITIONAL POSTS REQUESTED

Countries	1984-1985 Authorized Posts				Professional Posts										
	P	IOA	LNO	GS	General streng- thening					Aid coordination (RTC, CG)		Emergency support			
	P	IOA	LNO	GS	P	LNO	GS	P	LNO	GS	P	LNO	GS		
<u>Regional Bureau for Arab States</u>															
Sudan	8	0	3	45	1	-	4	1	-	1	1	1	3		
Somalia	4	1	2	33	1	-	2	1	-	1	1	-	2		
Djibouti	3	1	0	13	1	1	1	-	-	-	-	-	-		
Sub total	15	2	5	91	3	1	7	2	-	2	2	1	5		
Total Field offices:	175	25	55	1048	20	24	64	16	a/	5	19	14	a/	12	53

a/ Denotes posts identified for Extrabudgetary Funding.

Annex III (Con't.)
 1986-1987 BUDGET ESTIMATES

Posts	1984-1985 authorized posts	ADDITIONAL POSTS REQUESTED		
		General strengthening	Aid coordination	Emergency support
B. Headquarters				
<u>Regional Bureau for Africa</u>				
<u>Office of Assistant Administrator</u>				
Assistant Adminis- trator and Director	1			
Deputy Director	1			
Secretaries	2			
<u>Directorate</u>				
Directorate Officers	2			
Executive Officer	1			
Secretaries	3			
Registry Clerk	1			
<u>Economic Policy and Aid Co-ordination Unit</u>				
Senior Economists			1	
Economists			1	
Secretaries/ Research Assistants			2	
<u>Emergency Operations Unit</u> a/				
Senior Deputy Director				1
Senior Officers				2
Secretaries				3
<u>Geographic Divisions</u>				
<u>East Africa</u>				
Chief	1			
Area Officers	2			
Secretaries	3			
<u>Central Africa</u>				
Chief	1			
Area Officers	2			
Secretaries	3			
<u>West Africa</u>				
Chief	1			
Area Officers	3	2		
Secretaries	4	2		
<u>Southern Africa</u>				
Chief	1			
Area Officers	2			
Secretaries	3			
<u>Regional Projects</u>				
Chief	1			
Department Chief	1			
Project Officers	3			
Secretaries	3			
Total	45	4	4 b/	6 b/
<u>of which:</u>				
Professional	23	2	2	3
General Services	22	2	2	3

a/ Attached to the O.E.O.A.
 b/ Denotes posts identified for Extrabudgetary Funding.

ANNEX IV

UNDP/WORLD BANK COLLABORATION. SUB-SAHARAN AFRICA
SELECTED KEY ACTIVITIES AND FUNCTIONS OF THE RESPECTIVE PARTNER

Function	Round Table country	Consultative group country	Other country
I. RT and CG Process			
I.A. Overall responsibility with Government for RT/CG; Help organize RT/CG; Facilitate policy dialogue; Assure quality control.	UNDP	Bank	N.A.
I.B. Strengthen Government's capabilities; assist Govt. to plan, develop policies, manage finance, co-ordinate aid, etc.	UNDP, with Bank and others	Bank, with UNDP Technical Assistance and others	UNDP, Bank, others co-ordinate
I.C. Provide national macro-economic analyses, including country reports.	UNDP, with Bank and others	Bank, with others	Bank, with others
I.D. Assure adequacy of Technical Assistance needs assessment and formulation of Technical Assistance plans	UNDP; if Technical Cooperation Assistance Missions, UNDP/Bank; others	UNDP; if Technical Cooperation Assistance Missions, UNDP/Bank; others	UNDP; if Technical Cooperation Assistance, UNDP/Bank others
I.E. Participate in joint review/monitoring	UNDP/Bank	Bank/UNDP	To determine
=====			
II. Help co-ordinate/facilitate overall country-level process of sectoral consultations, aid co-ordination with donors and Government.	UNDP	Bank	UNDP, Bank, other; to determine
=====			
III. Sectoral consultations: "lead agency" role re technical assessments, and co-ordination of donor inputs.	Key donors, as agreed; and/or UNDP/Bank bilateral consultations	Key donors, as agreed; and/or UNDP/Bank bilateral consultations	Key donors as agreed; and/or UNDP/Bank bilateral consultations
=====			
IV. Prepare report on Official Development Assistance (present and planned)	UNDP, with donor inputs	UNDP, with donor inputs	UNDP, with donor inputs
=====			

