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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, together with the addendum, provides detailed information on the activities of the Department of Technical Co-operation for Development (DTCD) and an overview of the work of other entities of the United Nations with responsibility for technical co-operation (see addendum 2). Statistical information is contained in addendum 3.

The steep decline in DTCD's field programme, both in 1982 and in 1983, appeared to level off in 1984, when the Department delivered a programme of nearly \$111 million. This was achieved as a result of DTCD's improved rate of delivery - a clear indication that the Department is reaping the intended benefits of the streamlining of its organizational structure, undertaken in 1983. As outlined in the report, however, the Department's financial situation still gives rise to concern, and DTCD looks forward to guidance from Member States on measures, of both a financial and a policy nature, which would enable it to realize its full potential as a highly important channel for the transfer of technology and for providing critically needed support to developing countries.

The attention of legislative bodies is drawn to the Department's efforts to help developing countries, which are confronting the pressing demands of a severe economic and social crisis (particularly, although not exclusively, in Africa), to pursue the longer-term process of institution-building and

development of their human and physical resources. The present document identifies current and emerging critical issues related to recovery and development, and the possibilities of technical co-operation, through flexible and innovative approaches, to address them. It singles out related areas of concern to DTCD, among them the application of new technologies; support to UNDP round-tables; least developed countries; participation of women in development; and pre-investment and investment follow-up.

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Foreword

In preparing the Secretary-General's report on the United Nations technical co-operation activities for 1984, the Department of Technical Co-operation for Development has attempted not merely to provide Member States with a brief overview of all technical co-operation activities carried out over the past year by the United Nations and the entities directly depending on it, but also to highlight the demands being placed on such programmes in the context of a changing economic and social environment. The objective has been to draw the attention of legislative bodies to approaches that might be followed in responding to the new and emerging needs of developing countries and to seek guidance on policy issues which affect the implementation of technical co-operation programmes.

## Introduction

1. It is hoped that this part, and the one that follows, will provide Member States with a clear view of the extensive range of activities undertaken by the Department of Technical Co-operation for Development in every region of the developing world, and will underline the significance of the Department's programmes, as a key area of the United Nations responsibility in the economic and social fields. The Department represents a major element in the functioning of the United Nations which should be borne in mind as Member States prepare to celebrate the fortieth anniversary of the Organization. It is therefore also hoped that this year will mark the adoption of measures that can enable DTCD to realize its full potential as a unique channel for the transfer of technology, and for critically needed support, to developing countries.

### I. GENERAL

2. The fortieth anniversary of the United Nations affords an appropriate occasion for Member States to evaluate one of the most important aspects of the Organization's work - the provision of technical co-operation to developing countries. Amongst the purposes of the United Nations, as set forth in the Charter, is the achievement of international co-operation as a means of resolving problems of an economic, social, cultural, or humanitarian character, and the Secretariat has provided technical support to developing countries in a variety of sectors, ever since 1949. Over the years these activities, which began on a modest scale, have increased in size and in complexity. The 1960s and 1970s in particular were marked by a surge in the number of United Nations organizations, and a parallel evolution in the content of the programme, reflecting the growing realization of the intricacy of the development process.

3. In 1978 General Assembly resolution 32/197 constituted a landmark by calling for the creation of a separate organizational entity at Headquarters as the main operational arm of the United Nations. The aim was to respond more effectively and efficiently to the technical co-operation needs of developing countries. Thus the Department of Technical Co-operation for Development was established seven years ago, and was assigned major operational responsibility for a number of substantive areas critical to the support of national development efforts. Accordingly DTCD carries out activities in development planning, development administration, natural resources and energy, population and statistics, science and technology, rural and social development and ocean economics.

4. Previous annual reports have charted DTCD's rapid growth from 1978 to 1981. The Department's consistent efforts, as the main operational arm of the United Nations for technical co-operation activities, to ensure the continued relevance of its programmes to the changing requirements of developing countries, and the constant improvement of the quality of its services, have been recognized by legislative bodies (e.g. decisions 82/19, 83/16, and 84/22 of the UNDP Governing Council).

5. In 1982, however, the situation changed. The overall decline in real terms in the availability of resources for technical co-operation, which also created difficulties for other organizations in the system, had a particularly serious effect upon the Department's programme. This derived from DTCD's nearly total dependence for its operational activities on the fortunes of its main funding partners, UNDP and UNFPA. In response, the Department drastically reduced staff in Headquarters by over one third in 1983, accompanying these measures by a major streamlining of its organizational structure, designed to preserve, notwithstanding, the wide range of technical and programming services needed to implement effectively the programmes entrusted to it.

6. The following sections assess the effect of this streamlining on the Department's programme in 1984. The guidance of legislative bodies is also sought on the course of action which DTCD might best pursue in order to increase its responsiveness to the new and emerging needs of developing countries in coming years.

## II. PRESENT STATUS OF DTCD

7. The steep decline in DTCD's field programme, which dropped from \$137 million in 1981, to \$127 million in 1982 and to \$112 million in 1983, appeared to level off in 1984, when the Department delivered a programme of nearly \$111 million. This figure must be seen against the backdrop of a continuing rise in the value of the United States dollar, signifying that the Department provided more assistance than was the case in 1983 with the same dollar amount. Thus, although the level of budgets available to the Department dropped again in 1984, DTCD was none the less able to deliver a programme in dollar value almost comparable to the one of the previous year, and in real terms considerably more. Its efforts to increase the rate of overall delivery were successful (79 per cent as compared with 74 per cent in 1983), despite the sharp cuts in staff which were put into effect after the streamlining, and the further reduction of staff through attrition in 1984, during which year a total freeze on recruitment, except for a very limited number of key technical posts, continued in effect.

8. The Department is continuing to monitor its administrative costs closely and to improve its processes and procedures progressively. A variety of factors beyond its control make it impossible, however, for the Department to eliminate the deficit in the overhead income account by the end of 1985, as it had originally hoped to do through an increase in productivity (see paras. 76-83 for further information). Fundamental issues are involved which require immediate as well as longer-term solutions in order to take into account the Department's vulnerability to certain factors which have been fully described in previous annual reports (e.g. DP/1984/42, paras. 14-25). Among them are its heavy dependence on the fortunes of its main funding partners, as already noted above; the multidisciplinary nature and wide variety of DTCD's activities; and the lack of separate field representation.

9. Such constraints must be addressed urgently in order to place the Department on a more viable financial basis and to preserve the critical mass of staffing

indispensable to the maintenance of its operational efficiency. Steps must be taken which would enable the Department to realize its further potential as a highly important channel for the transfer of technology, in response to the expressed needs of developing countries.

10. While the financial situation must inevitably give rise to continued concern, for the reasons set out in the previous paragraph, the increasing demand for the Department's services demonstrates irrefutably the critical role that DTCD can and should play as a multilateral agent for the transfer of skills and technology in areas of signal importance to developing countries, including some of a sophisticated nature. At the same time the improved rate of delivery achieved in 1984 clearly indicates that the Department is reaping the intended benefits of the streamlining exercise: the simplified procedures and a more integrated approach to project management enable it to mobilize effectively the full gamut of its available managerial and substantive resources.

11. In short, all the functional and substantive elements are present to enable the Department not only to maintain a steady course but, indeed, to expand and perfect its services to developing countries, provided that adequate funding is forthcoming to maintain the project budgets - and hence the Department's operational programme - at a reasonable level. This involves not only measures of a financial character but also actions of a policy nature, designed to make full use of the Department's technical competence - competence acquired over many years and at great cost - and to strengthen thereby DTCD's role as a unique channel of critically needed support to developing countries. It is hoped that, in considering the report of the Secretary-General, Governments will take fully into account the importance of the Department's programmes, as an area of signal responsibility under the United Nations mandate, and one indispensable to developing countries. The adoption of the needed measures will greatly facilitate the Department's constant efforts to respond in a flexible and innovative manner to the increasingly complex demands which are being made of multilateral technical co-operation as a result of changes in the international economic and social environment. These are described in the following paragraphs.

### III. MAJOR CONCERNS OF DEVELOPING COUNTRIES

#### A. Adjustment programmes

12. The declining rate of growth in many developing countries, as well as the difficulties experienced by many Governments in implementing the structural adjustments which are needed to foster a self-sustained process of development, are of particular concern to technical co-operation programmes. In addition, the growing debt burden of many developing countries has now become a critical feature of the international economic scene. While the magnitude of the problem in the Latin American region has attracted particular attention, the external debt incurred by many African countries, although far less in actual terms, has had an equally negative effect on their potential for economic and social growth.



13. International institutions, as well as bilateral aid programmes, are supporting Governments at their express request in the formulation of macro-economic policies leading to the introduction of structural adjustments. Many countries, however, in particular the least developed ones, still require support to strengthen their own institutional capacity in order to analyse their economic and social development performance. They need assistance to formulate appropriate policies and programmes which ensure that short-term recovery programmes do not result in economic and social distortions or incoherences, and that long-term requirements are not sacrificed to immediate needs. Appropriate methodologies, which have already been tested in certain countries, can be applied on a wider basis in order to activate the critical relationship between planning and budgeting, between investment programmes and available resources. Similarly, mechanisms should be introduced for continuous analysis and monitoring of the progress achieved, and of the problems encountered in the implementation of such policies and programmes. In this way timely corrective measures may be facilitated. A number of Governments also need assistance in acquiring the necessary skills for negotiating with their external partners.

B. Institution-building for recovery and development

14. Along parallel lines another, equally ominous, factor influencing the potential for social and economic development is the recent decline in the public management capabilities of many Member States, particularly those in Africa, which are now facing a crisis of unprecedented proportion. Most of the institutions in Africa, among them those involved with public administration and development planning, were in a nascent state at the onset of the crises - which included an international economic recession; an energy crisis; the collapse of the commodity market; as well as the prolonged and widespread drought. Thus they became its first victims. The deterioration in available human resources occurred in many countries because of major leakages caused by attrition, the departure of qualified personnel, and the lack of infusion of new personnel on account of recruitment freezes. Unsettled conditions and budget cutbacks have brought about a level of physical deterioration which impedes the normal functioning of such institutions. This weakness in turn has had an adverse effect on the performance of the private sector.

15. Overburdened with the need to cope with the management of the emergency situation, State institutions are increasingly unable to handle development-oriented programmes and policies. Whatever little capacities are left in the affected countries are used to deal with immediate problems of drought, famine and emergency situations. Even then, however, many Governments find it difficult to mount effective relief, rehabilitation, and food distribution programmes. There is universal agreement that the deep-rooted economic, social and ecological problems of Africa must be addressed within the framework of integrated, multisectoral, long-term national and regional development strategies. But these strategies cannot be translated into effective action programmes without a systematic reinforcement of existing national institutions and services, the promotion of their optimal use and the training of the additionally required staff.

16. In developing regions which have attained a higher level of economic and social self-reliance, and where the requisite infrastructure is already in place to carry out basic functions, the problems are somewhat different. Here, the critical need is to strengthen public management capabilities in order to improve the quality of public policy inputs. Such countries require support, for example, in developing and using computer-based management systems, and in rationalizing economic management, particularly through the review of State regulations and the better functioning of their public enterprises.

### C. The response required

17. The situation in Africa typifies the fundamental difficulties which are encountered in attempting to launch programmes which would address short-term emergency needs without prejudicing longer-term efforts (see also para. 64 in this connection). It is clear that these two aspects must be undertaken concurrently. At the Seventh Meeting of Experts on the United Nations Programme in Public Administration and Finance, which the Department convened in 1984, senior administrators from Africa recommended a two-track approach along these lines. As a first priority they drew attention to the immediate need of national administrative systems for a substantial inflow from outside of key technical and managerial expertise, in order to alleviate critical shortages of human resources. This could be effected through specially designed international technical co-operation programmes to recruit expatriate staff on an urgent basis and to promote the repatriation of qualified national personnel. An approach of this kind would, inter alia, foment the integration of returning expatriate Africans within revitalized infrastructures, thereby at one and the same time hastening the "Africanization" of such institutions and reversing the brain drain. At the same time, crash training programmes are needed to increase the numbers of local nationals able to discharge the requisite services in these critical areas.

18. In a longer-term perspective, the Meeting of Experts recommended that programmes be organized to strengthen key institutions responsible for national capacity-building, policy formulation and central guidance, such as central budgeting organizations, civil service and personnel agencies and national finance and planning agencies. Special programmes should be formulated to improve the management performance of public enterprises and to develop national mechanisms capable of implementing in a sustained manner the proposed measures. Such measures should draw on the accumulated technical co-operation experience in these areas (both positive and otherwise) and should seek to create the necessary emergency management capacity for dealing with future crises and disasters.

19. The field projects currently executed by the Department and financed largely by its traditional funding partners, as well as DTCD's modest programme of interregional advisory services supported by Regular Programme funds, are oriented towards many of the goals mentioned above. While most of the projects are relatively small, and in many cases pre-date the present crisis, they none the less provide a network which can be used to enlarge existing programmes, or to launch new ones if the needed resources were available. In addition, the increase in requests addressed to the Department for co-operation in devising measures to

alleviate the debt-repayment situation, as well as in strengthening the capacity of Governments to negotiate solutions to their economic and financial problems, attests to the demand in developing countries for the expansion of DTCD's current efforts in these areas. More could be accomplished by reinforcing DTCD's existing development planning projects and by establishing new ones, as well as by providing support, following a more integrated approach, to overall national planning systems. This would embrace assistance in the formulation and implementation of national investment programmes, in the management of public enterprises, in the computerization and analysis of data required for plan preparation and related actions. It could be provided through multisectoral projects designed to help national authorities to orient, co-ordinate and evaluate their national development efforts in the context of the external resources available to them. As noted in paragraphs 47-52, another important consideration is to provide developing countries with ready access to more advanced technology in order to ensure that they are in a position to derive maximum advantage from their natural resources.

#### D. Modalities to meet these needs

20. The scope of assistance to be provided must be commensurate with the enormity of the problems at hand. Such programmes will, therefore, have to be of a reasonable magnitude and duration, in order to build institutions and capabilities for development. This support needs also to be provided in more flexible ways, since existing structures and mechanisms may not be fully responsive to the evolving situation.

21. Additional modalities are required in order to address realistically the totality of problems besetting developing countries. These can take different forms, building upon mechanisms which, to a limited extent, are already in place. For example, the model of the interregional advisory services programme mentioned in paragraph 19, which the Department executes, could be expanded, thus enabling a larger central pool of skilled personnel to be built up at Headquarters which could respond more expeditiously to the requests of Governments for advisory services of limited duration. Another alternative might be to create mobile teams of experts in the field, which could quickly provide the operational manpower needed on an interim basis, and complement the ongoing training efforts of existing institutions with short-term programmes adapted to the local context. This formula might be combined with the development of integrated "packages", including the provision of equipment, advisory services and training which could be made available to requesting Governments and administered from Headquarters through short-term consultants.

22. More could also be done to promote TCDC and Government-executed projects, by identifying and defining appropriate mechanisms - including administrative and financial arrangements - to make it easier for the United Nations to provide the necessary technical support. A new approach may be required with regard to training, by involving to a greater extent outside organizations specializing in these areas, in order to establish programmes that take due account of research needs and of the evaluation of activities at the national level.

IV. COLLABORATION WITH ORGANIZATIONS WITHIN AND OUTSIDE  
THE SYSTEM

A. With UNDP

23. The Department has made particular efforts over the past year to expand the level of its collaboration with its traditional funding partners, with a view to encouraging such modalities, and to achieve thereby a greater degree of flexibility in its operations. To this end, it has also sought out new arrangements with organizations within the system as well as with Governments and other financial institutions.

24. As noted in previous annual reports, the Department enjoys a relationship with the UNDP, its main funding partner, that is somewhat different in nature from that of the specialized agencies. It is not only the second largest executing agency of the UNDP, but like UNDP it comes under the overall authority of the Secretary-General and receives policy guidance on its operational activities from the same governing body - the UNDP Governing Council. It also has a special relationship with UNDP's field offices, since DTCD is the only major executing agency within the United Nations without separate representation of its own outside of its central headquarters. The Department has therefore been making a special effort for some time to pursue closer co-operation with the UNDP, in a spirit of partnership, and bearing in mind the advantage that could accrue to both organizations in the present time of constrained resources by developing a closer complementary and mutually supportive relationship that reflects the distinction between UNDP's role as a funding organization, and the Department's vocation as a technical executing agency.

25. To this end the Department has put forward a number of new proposals designed to promote a more cohesive, co-ordinated and cost-effective approach to the delivery of services to developing countries. These proposals, which are still under review by UNDP, have highlighted concrete and technically specialized areas where the Department has already developed undisputed expertise, for example the application of electronic data-processing methodology on a cross-sectoral basis. In such instances DTCD could provide services for project formulation, appraisal and evaluation, thus complementing UNDP's own resources and replacing more costly outside consultancies.

26. The attention of legislative bodies is drawn, in various sections of this document and in addendum 1, to examples of the close collaboration already existing between the Department and UNDP. Special mention may, however, be made here of the joint DTCD/UNDP Task Force which, since August 1984, has been exploring ways and means of promoting closer collaboration between DTCD and UNDP's Office of Projects Execution (OPE) in the use of their respective capabilities, in accordance with the Secretary-General's comments on the Joint Inspection Unit's report on OPE, reviewed by the Council at its thirtieth session. While the Task Force has not yet completed its work, it is finding considerable scope for closer collaboration that would be in the interests of the developing countries. Specific field projects carried out over the past three years have been scrutinized in depth with a view to formulating recommendations to that end on the basis of past experience. The

Department welcomes in this connection UNDP's proposal to set up another group in order to review the possibilities of wider collaboration between UNDP as a whole and the Department. It is hoped that this new Task Force can soon begin work and rapidly give effect to the DTCD proposals mentioned above.

27. The Department participated recently in the round-table meeting on the establishment of a human resources facility in order to promote wider use, where appropriate, of cost-free consultants drawn largely from the private sector. The Department has consistently supported UNDP's efforts to seek out every available source of expertise, including associate experts, volunteers, twinning arrangements with institutions and the like, in order to reduce the cost of traditional long-term experts and consultants and to facilitate access to the highest quality expertise available. It is itself consulting to that end with various umbrella organizations and with organizations of retired professionals. In the event that a human resources facility were to be established, the Department would make every effort to contribute its experience and operational expertise in order to assist UNDP in this endeavour.

28. The collaborative endeavours described above are being pursued in compliance with decision 84/22 which "invited financial and funding institutions to take full account of the Department's special competence, experience and operational capability". Further measures along these lines could undoubtedly make a substantial contribution to enhancing the quality, the flexibility, and the volume of the services which DTCD can provide to developing countries.

## 2. With UNFPA

29. The International Conference on Population in Mexico was one of the highlights of the Department's overall collaboration with UNFPA in 1984. As a member of the Conference secretariat, the Department participated actively in every stage of the preparations, including all the inter-agency and intergovernmental meetings; the organization of the four expert groups; the conduct and analysis of the Fifth Inquiry Among Governments on Population; and the review and appraisal of the World Population Plan of Action. DTCD was represented at a high level in Mexico, and has been involved in the subsequent ad hoc task forces organized early in 1985. It will intensify such efforts, particularly in relation to the forthcoming review of the institutional implications, for the system, of the Conference's recommendations, to which its operational experience and capacities are of direct relevance. Accordingly, DTCD stands ready to deliver the increased assistance to developing countries called for by the Conference, and it believes that this can be accomplished most effectively by making maximum use of the technical and operational services already available within the United Nations.

30. The overall stress laid by the Conference on the need to maintain a proper equilibrium between bio-medical aspects of population-related activities, on the one hand, and demographic, social and economic aspects on the other is of particular significance for the Department's work in statistics and demography. In its first recommendation, the Conference called on national and international efforts to give priority to action programmes integrating population factors into

national development efforts. It underscored the need, when formulating population policies, to take into account the socio-economic context.

31. This renewed interest in following a more balanced approach was further reflected in the statements of delegations at the Second Committee of the General Assembly, and in the discussions of the Population Commission in February 1985. The Commission concluded that increased technical co-operation was needed in three main fields: (a) training in demography and population matters; (b) evaluation and analysis of basic population and demographic data; and (c) population policy and development planning, in particular through the strengthening of appropriate national institutions.

32. A basis for the consensus within the Commission that present resources are insufficient to meet growing needs for such programmes, can readily be found in the number of instances, particularly in the least developed countries, where the Department was unable to respond to requests for support; to carry out a second round of census, for example; to undertake the analysis of the data obtained; to set up a population unit; or to create a demographic training unit. The Department therefore looks to the Governing Council to take appropriate action at its thirty-second session in order to introduce a more balanced approach to the hierarchy of priorities set out originally in decisions 81/7 and 82/20 on the allocation of funds for assistance financed by UNFPA.

#### C. With the regional commissions

33. As noted in prior annual reports, the Department has continued to explore measures which might enhance the mutual impact and complementary nature of global and regional activities, and help the regional commissions strengthen their operational capacities. Since the commissions are already executing all regional 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 agreed) emphasis is now being placed on involving the commissions in the conceptualization and formulation of programme activities where they can make available the requisite expertise.

34. The series of review meetings on selected programme areas held during 1984, in accordance with General Assembly resolution 37/214 on regional co-operation, highlighted the need for more systematic consultation to ensure that regional activities reflected developments at the country and interregional levels. DTCD also believes that closer linkages must be developed between the interregional projects undertaken by the commissions for the promotion of TCDC/ECDC, and those carried out by the DTCD, in accordance with Economic and Social Council resolution 1983/66.

35. The Department also notes the significant role which regional institutes formerly assisted by DTCD play in providing appropriate training and other supporting activities to the Member States of their region on a wider and more economical basis than would be possible in a purely national context. At the same time it must be recognized that developing countries need to have access to the

widest possible range of highly specialized capabilities which can often be provided more economically, given the present scarcity of resources, from a central point.

36. The variety of co-operative efforts undertaken in 1984 are described under the substantive headings in addendum 1 to the present report. As one example only of such efforts, the Department is collaborating with ECWA in a project involving the preparation of a directory of Arab women professionals which will be financed in part by the Voluntary Fund for the United Nations Decade for Women and will have a TCDC orientation.

#### D. With the World Bank

37. Over the past few years, the Department has evolved a closer working relationship with the World Bank, which promises to add in future a new dimension to the funding of DTCD's technical co-operation activities. Agreement has been reached on the exchange of expert rosters, and DTCD is to have access to the World Bank's computerized Project Analysis Programme. Four DTCD staff attended the EDI investment course in 1984, while others have participated in World Bank seminars and workshops as lecturers and resource people.

38. Frequent staff consultations are now taking place at all levels between the World Bank and DTCD in a number of different sectors, including development planning, development administration, and mineral resources development. DTCD has been invited to become more closely involved in the UNDP/World Bank Energy Sector Programme and the Energy Sector Management Assistance Programme (ESMAP). It is also co-financing with the World Bank, the Swedish International Development Authority and ESMAP, out of funds provided by the Swedish Government, a pre-investment study of the electrification of water pumps in Botswana. DTCD and the Bank are likewise co-operating in the development of a water assessment programme for sub-Saharan Africa, and the Department is an active participant in the World Bank/UNDP Rural Water Supply Hand Pumps Project. Close links have been established between DTCD and the World Bank's Special Office for African Affairs, and the Department has been asked to contribute to the World Bank's paper on technical assistance to Africa.

39. DTCD is at present collaborating with six Governments in the implementation of World Bank lending operations. Four of them are in Africa dealing with statistics, development planning and strengthening of personnel administration. The others involve large-scale natural resources development efforts in Asia and Latin America. Another 12 projects are currently under negotiation. In other instances, the Department has provided assistance and advice to Governments in the work required before approval of World Bank loans. As recommended by the Governing Council in its decision 84/22 the Department is exploring the possibility of establishing more flexible procedures to cover the initial cost of project formulation and recruitment of experts on a replenishment basis. In addition, as noted in paragraphs 53-54, DTCD is actively participating in the preparation of substantive documents and technical proposals for the World Bank Consultative Group meetings.

E. With regional development banks and other regional organizations

40. Similar linkages have been strengthened with the regional development banks.
41. A co-operative agreement has been reached with the African Development Bank (AfDB) which outlines the contribution that the Department can make in undertaking project formulation and appraisal for the Bank. DTCD has already been invited to participate in several AfDB fact-finding missions. Consultations regarding ongoing and pipeline projects in mineral and water resources development have taken place and a full programme review is scheduled for mid-1985.
42. A co-operative agreement with the Asian Development Bank (AsDB) is under consideration. Collaboration is already under way in the energy, mining, planning and development administration sectors. The Department is providing a resource person for an AsDB energy workshop and a DTCD staff member attended the AsDB/UNDP investment course.
43. Regular consultations take place with regard to pre-investment projects executed by the Department which may be of "special interest" to the Inter-American Development Bank (IDB). IDB is co-financing two DTCD-executed projects and several others are under discussion. A model project agreement is now being reviewed in order to facilitate the negotiation of disbursement and administrative arrangements, similar to the one in effect with the World Bank for the past two years.
44. As noted in last year's report, the Department is actively seeking collaboration with Arab regional organizations. Regular consultations are held with the Arab Fund for Economic and Social Development (AFESD), and DTCD is currently supervising a geological project for the Democratic Yemen and Yemen financed by AFESD. Other projects in the mineral, water, and planning fields are under discussion. The Department participated in the Arab Mineral Congress and is contributing a paper to the Arab Energy Conference. Six water and energy projects are being co-financed by the Arab Gulf Programme for the United Nations. Several disability projects are being finalized for co-financing by this Fund and the International Year for the Disabled Persons (IYDP) Trust Fund. The Department also provided assistance in the establishment of the Arab Revolving Fund for Mineral Exploration, and is co-operating with the Arab Mineral Resources Organization in several conferences and research projects. A co-operative agreement is under consideration with the Arab League to cover the wide range of activities in which collaboration has already been initiated.

F. With bilateral sources of funds

45. In view of the scarcity of funds available to developing countries under their IPF, a number of Governments (e.g. Argentina, Iraq and the United Arab Emirates) have decided to provide their own resources to finance DTCD-executed projects in their countries in order to benefit from the services available in the Department. In other instances DTCD has been involved, at the requests of the recipient



Governments, in the preparation of technical specifications for procurement of equipment which bilateral programmes make directly available to developing countries. The Department thereby helps recipient Governments to ensure that such parallel or complementary in-kind contributions from bilateral sources are consistent with their national objectives and technically appropriate in the local context.

46. Various Governments in developed countries have also elected to cover the cost of certain critically needed projects which could not otherwise be financed. DTCD is in the process of formalizing a trust fund agreement with the Government of Italy for a number of jointly selected projects, and trust arrangements were concluded with Sweden, Norway, Japan and Australia during the course of 1984, in particular in the area of small hydropower surveys, geothermal energy, and the development of microcomputer software for energy planning (see para. 61 for further information). A close working relationship is being developed with the Nordic Investment Bank which is considering the provision of personnel for pre-investment studies. The Department is making every effort to pursue a similar approach with other countries which are in a position to provide technical staff on a non-reimbursable loan basis to serve in the field or at Headquarters on specific technical co-operation projects. This would serve to maximize the use of resources already available to the system and thereby increase the flow of technical know-how to developing countries.

## V. DTCD SPECIAL CONCERNS AND NEW DIRECTIONS

### A. Application of new technologies

47. The wider application of relatively new technologies continues to be one of the Department's main areas of emphasis. A major concern is to help developing countries to derive maximum benefit from the exploitation of their natural resources. These are described in the overview of DTCD's activities provided in addendum 1, but particular mention should be made of a few technologies whose use has grown dramatically in recent years.

48. One of the most striking examples is the considerable expansion in the use of computers in practically all technical co-operation activities. Recent developments in micro-computer technology - the increased capacity and speed of information processing now available at low cost and the simple operation and maintenance which such machines require - make them highly suitable, for example, for wider application in energy planning. Hence DTCD is carrying out a project, funded by the Government of Japan, to develop microcomputer software for energy planning, easily adaptable to different requirements and conditions in developing countries, which will be tested initially on a sample basis. The use of micro-computers in the assessment, exploration, development and management of water resources has also increased in importance: some 15 projects are now using computers to compile data bases and develop mathematical models. In India, where DTCD first introduced the use of computers to handle hydrological data, more accurate determinations resulted in the feasibility of artificially recharging ground-water aquifers based on mathematical modelling. A data bank is being

established to monitor conditions in and around existing well fields in Bermuda, where the development and management of ground-water is particularly important in order to meet the needs of the local population as well as of the tourist industry. A project in Yugoslavia is applying systems analysis to assess the energy potential of water resources of the Drina River. The software which is being developed will benefit water development planning and lead to an increased capability in the use of mathematical models for other river basins in the country, thereby improving the planning and operation of hydropower systems.

49. The economic benefits of EDP application are well established in the mineral industry, although their success is contingent on the simultaneous satisfaction of several conditions, including criteria for the selection of hardware, the application of suitable software, and the identification of training requirements and opportunities. Late in 1984 DTCD organized a major interregional seminar in Brazil, which focused on these considerations, and will result in an up-to-date set of guidelines on the application of modern microcomputers in all aspects of mineral resources development.

50. Significant developments have occurred in the application of space-borne imaging radar, and in multispectral sensing as a tool for geological mapping and mineral exploration. For example, imaging radar used by DTCD proved to have the unexpected ability to "look through" at least five metres of dry sand in the eastern Sahara, revealing major relict fluvial and structural features invisible at the surface. Radar mapping of such ancient drainage patterns is of great potential interest in identifying hidden sources of near surface ground-water, buried placer mineral deposits, and other geological structures in hitherto unfavourable desert terrain.

51. Assistance is also being provided in the use of advanced techniques for petroleum development. Thus a project in China is helping national experts to become familiar with advanced geophysical prospection techniques in marine carbonate basins. In India a coal project is introducing the application of modern techniques to the extraction of coal from seams below build-up areas and to improve the safety of mining installations.

52. New technologies have been brought to bear on the electricity supply sector, where there are increasing requests for technical support in establishing maintenance, test, training, and research facilities. The Department is also undertaking two interregional studies: one on the handling, disposal and use of ash resulting from the use of solid fuels for power generation, and the other on the energy sources available for electricity supply, in order to highlight the problems faced in the procurement, handling and use of fuels and the implications of such matters for power plant design. Both are to provide insights into current and advanced technologies in relation to the power station fuel cycle, and will result in guidelines and recommendations for potential users in developing countries.

#### B. Support to round-tables and UNDP country programmes

53. The Department provides substantive support, in much the same way, both for the round-tables organized by UNDP for the least developed countries and for the

preparation of the UNDP country programming exercise. In the latter case, DTCD uses the resources of the Regular Programme to field country programming missions, and other missions by both interregional and technical advisers, in order to identify project proposals in the context of sectoral needs expressed by the requesting countries. The thrust of the Department's involvement overall has been 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.

54. Using the channel of its development planning projects as well as its special advisory services, the Department provided substantive support in 1984 to the round-tables organized by UNDP in Gambia and Malawi. A DTCD staff member led an inter-agency meeting to launch the preparations for the forthcoming round-table in Burkina Faso, which will be executed through a collaborative arrangement between the Department and UNDP/OPE. DTCD is also currently involved in the preparations for the second round-table in Mali, which will be implemented directly by DTCD in 1985. Two DTCD Chief Technical Advisers from development planning projects in West Africa, together with an interregional adviser from Headquarters, took part in the expert group meeting organized by the UNDP in Zaire to elaborate a new format for the round-tables. The meeting recommended a set of objectives to be attained at various stages of the process, starting with the preparation of the relevant documents, the organization of the various meetings and the actual follow-up. DTCD is actively involved in a number of countries, among them Benin, Equatorial Guinea and Guinea-Bissau, in strengthening the capacity of Governments, in the aftermath of a round-table, to seek finance, and negotiate with their external partners, as well as organize the follow-up actions at the national level within specific sectors. Along similar lines the Department is also helping with the follow-up to a Consultative Group Meeting organized by the World Bank in Zaire.

### C. Assistance to least developed countries

55. In view of the Department's responsibility for the development and strengthening of human and physical infrastructure, a large proportion of DTCD's activities are carried out in the least developed countries (LDCs). Development planning projects focusing on policy studies, budget preparation, national and regional planning, rural development, and project evaluation and monitoring, were executed in 25 LDCs during 1984. In Bangladesh five DTCD-executed projects helped strengthen various aspects of that country's public administration and finance systems. Assistance was provided to 21 LDCs during 1984 for the preparation and execution of censuses and data analysis, and for undertaking other population related activities. In Botswana, for instance, the Department helped to analyse data obtained from the 1981 population census, so that it would be available for the preparation of the next six-year national development plan.

56. The Department also continued to provide large-scale assistance in natural resources and energy. Mineral exploration projects were in operation in 13 LDCs, leading in certain cases to the discovery and evaluation of important gold deposits. In Ethiopia a DTCD-executed project continued to support the formulation

of a national energy programme and the development of small-scale hydropower, while in Maldives the Department helped the Government to strengthen its capacity for national planning and technology, with a special emphasis on non-conventional sources of energy.

57. The increasingly critical situation in Africa has severely affected LDCs of the region, which accordingly placed greater reliance during 1984 on the Department's expertise in water resources development, public administration and development planning. In addition to DTCD's ongoing water resources programme, covering planning, development of rural water supplies, hydrological studies, institution building and the like, the Department undertook special drought related projects financed by the United Nations Emergency Operation Trust Fund and by UNDP. These were located in Burkina Faso, the Central African Republic, the Comoros and Somalia, and concentrated on well construction and rehabilitation, as well as on the organization and training of personnel to dig and maintain wells. Assistance designed to increase water supply was provided to Chad, Mauritania and the Niger.

58. As noted in paragraphs 84-88 on the Regular Programme, funds continued to be made available to LDCs on a priority basis in order to meet their requests for advisory services and other specific types of assistance. Among these are the surveys to evaluate small hydropower resources and to identify potential sites for providing electric power to rural communities. In some instances this entailed the re-evaluation of sites which in the past were judged uneconomic in light of then prevailing oil prices, and as a result the Department has been able to undertake several feasibility studies for the construction of hydroelectric dams (see also para. 46). The Regular Programme will also cover the costs of a workshop on the mobilization of development finance, both domestic and external, in LDCs, which will be organized in 1985.

59. During 1984 the Department continued its efforts to assist LDCs in carrying out the recommendations of the Substantial New Programme of Action (SNPA), adopted in 1981 by the Conference on the Least Developed Countries. To this end it is collaborating with the United Nations Conference on Trade and Development and other organizations in the system in the preparations for the mid-term review of SNPA in 1985. Of necessity this review will take into account other developments which have recently affected LDCs, particularly in Africa, in order to link emergency activities with long-term development.

#### D. Integration of women in development

60. The Department has continued its efforts to ensure the inclusion of women in DTCD-executed projects, both as beneficiaries and as participants, wherever possible. To this end it has set up a network of focal points within each substantive office of DTCD so that staff members participating in system-wide consultations on the promotion of women in development can thereafter promote the new approaches in technical co-operation activities. Sectoral guidelines have been formulated, to complement the general guidelines available to all DTCD headquarters and field staff, in order to encourage women in development efforts. Activities are also promoted through DTCD's involvement in general review and assessment

exercises. DTCD took part in the Interorganizational Evaluation on Women in Development, which UNDP will submit to the forthcoming Conference in Nairobi, and in the process identified specific project needs as well as formulated general recommendations for future technical co-operation activities. A comprehensive review during 1984, of DTCD's experience with the appointment of women experts and consultants, was also presented to a meeting of national recruitment services, in order to increase the recruitment of women for technical co-operation activities.

61. In addressing particular needs of women, the Department has found it most effective to give priority to training, as a means of attracting attention to women within ongoing projects. Where possible such training is linked to income generation, as for example, in a national community development project in Oman, where women are being trained in sewing and weaving as well as in marketing. Special components are being designed for a number of rural water projects in Africa, one involving a demonstration of the use of pumps in pilot gardening in Senegal, that also aims to train women in water protection and sanitation, irrigation techniques, pump maintenance and repair. Similar activities are envisaged for an ongoing ground-water development project in Niger, where women in the project area will be trained to use water more efficiently. In a project in Guinea-Bissau, which is already providing transport links to isolated and undeveloped islands in the Bijaros group, the intention is to use this infrastructure to provide women with access to new development opportunities, such as artisanal fish-smoking and marketing in the more populated islands.

62. The Department fielded an advisory mission to Swaziland to evaluate the overall impact of a multisectoral income-generating project for women in rural areas, which was originally developed and launched by DTCD with Regular Programme funds, and supported subsequently through multi-bi financing. The mission drafted the project document for a new phase and was instrumental in obtaining approval of a related mini-project which will be financed from the Voluntary Fund for the United Nations Decade for Women. This project exemplifies the need for support over the long term in order to develop a pilot activity, establish its technical viability and secure adequate finance for its continuation. Government commitment to the project is evidenced by the fact that 30 civil service staff are now assigned to it. Starting initially with one centre, it now operates in five, and the number of trainees has grown from 86 in 1978 to over 300 in 1984. The visits of observers to the project, as well as the requests from other developing countries for trainers from the project, indicate the level of interest generated.

#### E. Specific legislative mandates

63. During 1984 the Department continued to provide assistance to the Secretary-General, in order to implement the legislative mandates contained in the decisions and resolutions of the Economic and Social Council and the General Assembly. This function, which the Department undertakes by virtue of its role as an entity within the Secretariat, over and above its programme of technical co-operation at the field level, includes special assistance missions, expert fact-finding missions and the preparation of specific reports requested by legislative bodies.

64. Numerous activities were carried out during the course of the year stemming from the earlier appointment, in December 1982, of the Assistant Secretary-General of DTCD as the Secretary-General's Special Representative for Bolivia. As indicated in last year's report (para. 63) the appointment was made in response to the President of Bolivia's request for the support of the United Nations system, under the personal authority of the Secretary-General, in resolving the acute economic and social problems facing the country upon its return to a democratic system of government. Initially the work - both in the field (through the medium of a UNDP-financed development planning project executed by DTCD) and at Headquarters - centred on preparation for holding in La Paz, under the joint auspices of the President and the Secretary-General, in April 1984, the second round-table conference, at which a four-year plan, and the individual projects comprising that plan, were to be presented. Unfortunately, the increasing severity of the immediate economic and financial problems obliged the Government at the last moment to postpone the Conference. For the rest of the year events forced the Department to concentrate its efforts on actions designed to assist the Government in developing short-term policies to contain the crisis, and in mobilizing international financial support in that context. This involved, inter alia, a special meeting of high-level government representatives, financial organizations, and major donors in Washington, in May of this year, chaired by the Assistant Secretary-General on behalf of the Secretary-General; followed by a meeting in New York, opened by the Secretary-General, to which all Member States were invited; visits to EEC and its member States; and contacts with Latin American countries. As noted in paragraph 17, a major concern throughout the need to devise programmes which would preserve the critical linkages between recovery and long-term development.

65. The Department continued to bear the primary responsibility on behalf of the Secretary-General for the preparation of technical reports requested by General Assembly resolution 38/85 on Israel's decision to build a canal linking the Mediterranean Sea to the Dead Sea, and it submitted a report to the thirty-ninth session in autumn 1984. DTCD also shared with other offices in the Secretariat the responsibility for the report prepared in accordance with General Assembly resolution 38/144 on permanent sovereignty over national resources in the occupied Palestinian territories.

66. Following Economic and Social Council resolutions 715 A (XXVII) and 1314 (XXXIV), DTCD convened, and provided technical support to, the Expert Group Meeting on Geographical Names held in Geneva in October 1984.

67. As already noted in paragraphs 20 and 21, DTCD convened the Seventh Meeting of Experts on the United Nations Programme in Public Administration and Finance, and was closely involved, in response to Economic and Social Council resolution 1981/87, in the 1984 International Conference on Population.

68. At its thirty-ninth session, the General Assembly asked the Department to prepare a report on the role of qualified national personnel in the social and economic development of developing countries. Accordingly, the Department has requested all Member States to provide information on their experience in establishing and developing training systems for qualified national personnel, with particular emphasis on the principles, objectives and structures of such systems.

On the basis of the information received and other data available to the Department, a report will be drafted for submission to the General Assembly in 1985.

69. In response to General Assembly resolution 39/212 on specific measures in favour of island developing countries, the Department is also exploring with UNCTAD the possibility of organizing a follow-up meeting to the interregional workshop, held in Saint Vincent and the Grenadines in 1983, on special aspects of development planning in island developing countries.

#### F. Monitoring and evaluation

70. As noted in last year's report, the Department completed its internal guidelines on evaluation, but delayed the issue of its own internal procedures pending the revision of UNDP's procedures on evaluation, in order to avoid the establishment of a parallel, and possibly incompatible system. Together with other agencies, the Department has been co-operating with UNDP in its efforts to arrive at a satisfactory monitoring system. It will assist in testing the new procedures during the trial period starting in 1985.

71. In the meantime, however, DTCD has issued instructions covering those elements of the DTCD guidelines which would complement UNDP's proposed procedures. These ensure that all new DTCD project documents are amenable to evaluation, and that the results of evaluations can be made readily available, through the Country Programming and Evaluation Branch, to all staff in the Department and to others in the United Nations and in Governments, as necessary. Two projects have also been singled out for particular in-house review, in accordance with the Department's intent to select a small number of projects each year for desk evaluation, in order to identify those which might require further in-depth field evaluations. The training of evaluators has also emerged as an important requirement and training materials have been prepared for use in internal workshops.

72. Projects continued to be evaluated in 1984 under existing UNDP guidelines, and in accordance with the above-mentioned instructions. A review of the results of operationally completed projects appears in addendum 1.

#### G. Pre-investment and investment follow-up

73. Preliminary figures indicate that \$2.3 billion of investment commitments made in 1984 - a record amount - were connected with DTCD projects. Some of these investments are related to projects completed many years ago, although several of the more substantial commitments are linked to ongoing investment support projects. As stated in previous reports, DTCD has sought to improve the design of pre-investment projects and to strengthen linkages with potential investors. It now appears that these efforts have paid off: thus the World Bank followed up on five DTCD projects with commitments totalling \$583 million in Kenya, Djibouti, Cyprus and India; the Inter-American Development Bank has invested \$2.04 million in four DTCD projects in Argentina, Chile and Haiti. ASDB is loaning \$54 million to the Kedah Regional Development Authority in Malaysia, which is receiving

institutional support from DTCD. The Arab Fund for Economic and Social Development is contributing \$8 million to a regional mineral survey project supervised by DTCD for Democratic Yemen and Yemen. Domestic investors remain the largest single category of investor (\$1.2 billion) and include such diverse countries as Chile, India and Saudi Arabia as substantial co-financers. Other investors in 1984 were AfDB, the OPEC Fund, the International Fund for Agricultural Development, the United Nations Children's Fund, the United Nations Capital Development Fund, France, Italy, Switzerland and the United Kingdom, USSR and several multinational corporations.

74. The energy sector had the greatest number of follow-up projects (seven totalling \$1.86 billion) including three large oil and gas drilling projects in Chile, India, and Mozambique. In addition there were two geothermal follow-up projects in Kenya, and Djibouti, a large hydropower project in India, and an energy conservation project in Cyprus. Ongoing planning projects also lead to substantial investments (\$312 million) in assisting Governments to make local investment decisions and to attract external investment. Investments in the mineral sector totalled \$54.7 million while the water sector attracted \$34.7 million.

75. As collaboration with the World Bank and with regional development banks has developed (described in paras. 37-44), the length of time between DTCD pre-investment activities and the investment commitment has been shortened. Sometimes these are happening simultaneously. There appears to be a trend toward greater investment support type of activities rather than traditional feasibility studies. In the series of DTCD investment seminars, now in its third year, speakers from the World Bank, International Finance Corporation, ASDB and AfDB have all emphasized the type of technical and management services required for successful investment projects. DTCD staff are being kept informed of the requirements of major financing institutions through briefings and the circulation of policy memoranda and instructions.

#### VI. ANALYSIS OF PROJECT DELIVERY AND ADMINISTRATIVE COSTS, EXTRABUDGETARY RESOURCES AND ASSOCIATED MANNING TABLES

76. 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.

77. The Department's programme of technical co-operation projects at the end of 1984 amounted in round figures to \$140 million in approved budgets, with expenditures totalling \$110.8 million. Of these expenditures, \$76.7 million was



for UNDP-financed projects, \$11.4 million for UNFPA, \$7 million under the United Nations Regular Programme of Technical Co-operation and \$11.9 million under trust funds. In comparison with 1983 current year budgets fell by \$4.7 million in 1984, but the level of expenditures remained at practically the same level.

78. The breakdown by geographic area indicates that budgets for 1984 grew by 2 per cent in Africa, but showed a decrease 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 nearly \$43 million, or 38 per cent of the total, followed by Asia with over \$29 million or 26 per cent.

79. The natural resources and energy sector continued to account for the largest share of the programme, and now represents \$50 million in expenditures, or 45 per cent, an increase of \$1.4 million in monetary terms. Development planning was the second most important field of activity for the Department, although its share of delivery dropped in 1984, from 22 per cent in 1983 to 19 per cent, and from \$25 to \$21 million in monetary terms.

80. DTCD's programme support earnings increased slightly from \$13.5 million overall in 1983, to \$13.6 million in 1984, broken down as follows: \$10.4 million from UNDP, \$1.6 million from UNFPA, \$1.3 million from trust funds and \$0.3 million from miscellaneous.

81. DTCD's administrative costs against programme support cost earnings amounted to \$15.1 million, including costs incurred by units outside DTCD in support of the Department's technical co-operation activities. These comprised \$13.6 million for staff costs and \$1.5 million for non-staff costs. The earnings/costs situation in 1984 thus resulted in an operating deficit of \$1.5 million for the year, in comparison with 1983, when DTCD's administrative costs amounted to \$16.8 million, leading to an operating deficit of \$3.3 million. A major reason for this was that the Department was able to cut its administrative costs by \$1.7 million in 1984. This reduction was a result of the full impact in 1984 of the reduction in posts introduced only in the second half of 1983. The additional attrition of staff in 1984, and freezing of the resulting vacancies, together with the Department's continued emphasis on strict cost containment of non-staff costs, such as travel and temporary assistance, also contributed to this lower level of administrative costs. It should be noted in this regard that one of the objectives of the financial plan put forward by the Department in 1983, namely the reduction of costs against overhead earnings to an order of magnitude of \$15 million in 1984 (in contrast to the \$20 million incurred in 1982) has indeed been achieved. A deficit remains, however, because the size of the programme delivered did not increase as expected, with the result that overhead earnings remained below the level of actual costs incurred in 1984.

82. Mention should also be made of the fact 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 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, DTCD also undertakes other types of activities to meet its responsibility as the main operation arm of the United Nations Secretariat. Some of these are highlighted in paragraphs 63-69 on legislative mandates and others are described in addendum 1.

83. Thus the 1984 deficit of \$1.5 million, although far below the \$3.3 million incurred in 1983, when added to the cumulative figure of \$2.8 million as of 1983, results in an accumulated total of \$4.3 million deficit by end 1984. The Secretary-General is therefore reviewing in detail all aspects relating to support costs earnings and expenditures by the Department and will report on this subject in connection with the submission of the programme budget proposal for the next biennium 1986/1987.

#### VII. REGULAR PROGRAMME

84. The Regular Programme continued to exercise its special role as a catalyst and source of seed money to meet high priority development needs, in accordance with the guidelines most recently reaffirmed in Governing Council Decision 84/22.

85. Demand for the Department's interregional advisory services remained vigorous throughout 1984, reflecting the usefulness to developing countries of the flexible, unique form of assistance funded under the Regular Programme. Requests received from Governments ranged across the full spectrum of sectors for which the Department is responsible, and in order to meet them the Department continued to supplement its small cadre of interregional advisers with the services of other DTCD staff and to recruit also special consultants in specific instances where in-house expertise was not available. Particular emphasis was placed on responding to the crisis in Africa, to LDCs and to other priority concerns of intergovernmental bodies, but every effort was made to attend promptly, to the extent possible, to the requests of all developing countries. Thus the pattern of advisory services provided during 1984 reveals a broad geographical distribution, and a response to a wide diversity of requests. To mention only a few: a mission to Peru advised on methods and techniques for establishing an integrated project bank system while another one provided advice on industrial energy audits as a precondition to setting up a national energy conservation centre. Benin received advice on its economic development policies in connection with its negotiations with the World Bank. In Pakistan a mission advised on systems of improving the management of development programmes, and a DTCD adviser took part in a multidisciplinary mission to Uganda on transport development. Sierra Leone received advice on mining policy, while improved interconnection between the energy master plan and the economic plan was the subject of a mission to Thailand. Advice was given to Angola on developing long-term programmes related to the disabled and to Egypt on methods of collecting disability statistics.

86. The focus on training, always a high priority area under the Regular Programme, was further strengthened and broadened during 1984. In organizing these training activities, usually in the form of workshops and seminars, the Department's objective is to enhance national capabilities, including perceptions of development problems and the options available. In so doing, the Department also seeks to

promote contacts, exchanges and linkages between the participants of developing countries. Typically, the workshop or seminar is built around documentation prepared by experts, as well as papers submitted by individual development country participants which highlight the country context in which such issues must be examined. Thus the training provided during the workshop is geared to addressing specific and actual needs. The recommendations which emanate from workshops and seminars also serve as guidelines and training materials which can be used by other developing countries facing the same needs. Among the workshops organized in 1984 was one in the Congo on project analysis, recurrent costs and the government budget. It was the fourth in a series of Regular Programme financed workshops which started in 1983 to meet the particular needs of planners in LDCs and it focused on issues such as investment choices and public spending forecasts. "Changing families and relevant social welfare strategies" was the subject of another interregional seminar organized in the USSR with 27 developing countries represented. The Department also provided training in the fields of geology, coal mining and statistics through courses organized in the USSR.

87. It has been the Department's experience that pilot or experimental projects in high priority sectors act as seed money to attract additional resources to areas of particularly acute needs, but that such undertakings require sustained support over the course of several years, in order to demonstrate their viability and to secure follow-up finance. Thus the Department continued to allocate resources, albeit at a reduced level, to a project for water resources development and management in small islands of the Caribbean, as well as to the survey of small hydropower resources in developing countries already mentioned in paragraphs 46 and 58. Other sources of finance are now complementing the modest resources available from the Regular Programme. The Programme also continued to fund the training project for junior statisticians and programmers from developing countries; trainees from 11 countries were involved, during 1984, in specially designed on-the-job training within the statistical offices of other developing countries.

88. In reviewing the work made possible under the Regular Programme, attention should be drawn to the fact that the full range of expertise existing within the Department is made available to backstop Regular Programme activities. Assistance provided through the Regular Programme thus represents much more than the inputs financed merely from this source of funds. While this is true of all Regular Programme activities, it applies, as noted above, in particular to the interregional advisory services component, which taps all expertise within DTCD in order to select the combination best suited for a particular case. Thus the quality of assistance provided under the Regular Programme is continuously enriched by its ready access to the full spectrum of the Department's capabilities and to its diverse experience with technical co-operation activities world wide. In turn, work carried out under the Regular Programme, the experience garnered, and the capabilities established under it, are at all times available to enhance the quality of other technical co-operation activities undertaken by the Department, thus recognizing the essential interrelationship and interdependence of the work financed under other sources of funds, including the regular budget, and the Regular Programme.

