



**Economic and Social Council**

Distr.  
GENERAL

E/1985/3

8 November 1984

ENGLISH

ORIGINAL: ARABIC/CHINESE/  
ENGLISH/FRENCH/  
RUSSIAN/SPANISH

---

JOINT INSPECTION UNIT

United Nations Technical Co-operation in Central America and  
the Caribbean

Volume I. Central America

The Secretary-General has the honour to transmit to the Economic and Social Council the report of the Joint Inspection Unit entitled "United Nations Technical Co-operation in Central America and the Caribbean, Volume I. Central America" (JIU/REP/84/14).

UNITED NATIONS TECHNICAL CO-OPERATION IN  
CENTRAL AMERICA AND THE CARIBBEAN

VOLUME I  
CENTRAL AMERICA

Prepared by  
Nasser Kaddour  
Norman Williams

Joint Inspection Unit

Table of Contents

	<u>Paragraphs</u>
I. INTRODUCTION .....	1 - 11
A. Brief Background .....	1 - 4
B. Specific Objectives .....	5
C. Agencies Included in the Study .....	6
D. Methodology and Sources of Material .....	7 - 9
E. Acknowledgements .....	10 - 11
II. TECHNICAL CO-OPERATION ACTIVITIES .....	12 - 74
A. Programme and Project Identification and Formulation .....	12 - 15
B. Nature and Level of UN Technical Co-operation Delivery .....	16 - 21
C. Project Inputs .....	22 - 33
a. Budget .....	22 - 28
b. Personnel .....	29 - 31
c. Equipment .....	32 - 33
D. Performance and Outputs .....	34 - 74
a. General Remarks .....	34 - 36
b. Development and Improvement of Institutional Capacity and Capability .....	37 - 42
c. Development of Technical and Professional Capability .....	43 - 52
d. Mitigation of Social and Economic Problems ...	53 - 74
III. GENERAL ASSESSMENT OF ACHIEVEMENTS AND IMPACT .....	75 - 99
A. National Level .....	75 - 88

Contents (continued)

	<u>Paragraphs</u>
a. National capability in policy formulation and planning .....	76 - 79
b. Mother-child and family planning .....	80 - 82
c. Improving the standard of living of the population .....	83 - 86
d. Development of national TCDC potential .....	87 - 88
B. Regional Level .....	89 - 99
a. Horizontal and vertical co-operation .....	91 - 93
b. Research and training .....	94 - 96
c. Development of self-reliance and TCDC potential .....	97 - 99
IV. SUMMARY OF MAIN CONCLUSIONS AND RECOMMENDATIONS .....	100 - 111
A. Conclusions .....	100 - 106
B. Recommendations .....	107 - 111

**Annexes:**

- Annex I : Summary by sectors of the UNDP assisted projects in the Isthmus countries as approved in September 1982.
- Annex II : Summary by sectors of Inter-American Development Bank approved technical co-operation projects in the Isthmus countries, 1976 to April 1983, inclusive.
- Annex III: List of recent and on-going UNDP and UNFPA funded technical co-operation projects in the Isthmus countries of Central America.

## I. INTRODUCTION

### A. Brief Background

1. The Isthmus of Central America and Panama (Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, historically Panama) has had to cope with many socio-economic problems which have been a deterrent to its economic development. Some of these deterrents include rapid population growth of about 3% per annum (excluding Costa Rica and Panama which have an average of 2.4% per annum); mass poverty affecting over 76% of rural population <sup>1/</sup> unemployment linked also with rural-urban migration <sup>2/</sup>, illiteracy, deficient health services, food shortages, scarce energy supply, weak institutional and infrastructure development, and shortage of trained manpower at all levels and in almost all disciplines.

2. Their mainly agriculture dependent economies, especially export produce, have not escaped international market price and demand fluctuations. Consequently too, most of them have encountered difficulty in their external debt servicing, obliging them to seek rescheduling arrangements which in its essence imposes constraints on spending on social services and other development activities.

3. The countries of this sub-region have started some of the ground-work, and have already begun to co-operate in a number of social and economic development sectors. Among the cooperating institutions are the Central American Integration Secretariat (SIECA); Central American Bank for Economic Integration (BCIE); the Central American Public Administration Institute (ICAP) for planning; the Research and Training Centre for Tropical Agriculture (CATIE); co-operation also exists in transport and communication sectors. There are encouraging signs of a healthy inter-regional commerce which has grown from US\$ 30 million in 1960 to US\$ 750 million in 1983. There is thus an established basic framework for enhancing sub-regional self-reliance through horizontal physical and economic integration.

4. All of the above have been taking place within a background of fairly rapid social, political and economic transformations which has had its dose of perturbing factors. Even though combined export of goods and services diversified, as well as a healthy growth shown between 1950 and 1978 (passing from 250 to 3,200 million US dollars and a coefficient of exports and imports from 18.6% and 16.3% to 30.4 and 33.6% respectively) <sup>3/</sup> there is still a very high dependency on imported goods and services. Nevertheless, external assistance will be continuously needed due to a downward trend in economic performance after 1979. This assistance should be aimed at enhancing self-reliance at national and sub-regional levels, within the limits imposed by available natural resources (mineral and biological). Emphasis in this area could help develop the capacity to absorb the use of modern scientific methods, coupled with the permissible technological advances geared into socio-economic development; channeled judiciously and methodically.

### B. Specific Objectives

5. The present report examines the extent to which the Community of the United Nations, through technical co-operation, has been instrumental in assisting the countries and the sub-region of Central America to:

---

<sup>1/</sup> See "La Crisis en Centroamérica: Orígenes, Alcances y Consecuencias." E/CEPAL/MEX/1983/R.3/Rev.1. Excluding Panama, in 1980 about 41.8% of the population faced extreme poverty, while 21.9% lacked basic needs.

<sup>2/</sup> From FAO World Agricultural Statistics (1983) population grew from about 17.4 million in 1971 to 22.8 in 1981 while agricultural population and agricultural labour force grew at the rate of about 1.8% per annum, from 9.6 million to 11.6 million and from 2.9 million to 3.5 million, respectively.

<sup>3/</sup> See E/CEPAL/MEX/1983/R.3/Rev.1, p.5.

- i) mitigate and improve the social and economic problems mentioned above,
- ii) enhance self-reliance at national level,
- iii) develop their combined (collective) technical and economic co-operation potential, and the report also seeks

to offer suggestions on ways and means of increasing the benefits deriving from technical co-operation to the sub-region.

C. Agencies Included in the Study

6. Practically all of the United Nations entities are involved in the sub-region and in a wide range of activities. The study focuses on a few key development sectors and on technical co-operation, within the framework of Technical Co-operation Among Developing Countries (TCDC) as implemented by the Department of Technical Co-operation for Development (DTCD), the World Health Organization (WHO) often through the Pan American Health Organization (PAHO), and UNESCO, with the United Nations Development Programme (UNDP) and the United Nations Fund for Population Activities (UNFPA) as the main sources of funds. A few projects assisted by other technical co-operation institutions which are being undertaken by Member States with the collaboration of the United Nations, and which have a bearing on the focus of this study, have also been included.

D. Methodology and Sources of Material

7. Some of the information used in the report was provided directly, on request, by relevant organizations of the United Nations system, in addition discussions with the personnel of these institutions dwelt mainly on general policy and programme issues as they relate to the sub-region. The Inspectors also made visits to the headquarters of the UNDP, UN/DTCD and the ECLA sub-office in Mexico. Discussions with headquarters officials responsible for the region focussed on recent, on-going and planned activities.

8. Further information was obtained through a study mission to the countries themselves. Unfortunately weather conditions and time constraint did not permit a visit to Belize. Nevertheless, information obtained from the United Nations entities consulted, partially satisfies the needs of this study.

9. During the country visits discussions were held with representatives of the United Nations entities, especially those of the UNDP and, as opportunity arose, with project personnel. In addition to government agencies responsible for specific technical co-operation projects, discussions were also held with officials responsible for development planning, and with high level government policy makers. Included also were officials of quasi-governmental and private institutions (such as universities) responsible for implementing technical co-operation projects, partially or entirely, or related national/sub-regional development programme activities.

E. Acknowledgements

10. The Inspectors acknowledge with thanks the co-operation received from organizations of the United Nations system, and from a number of bilateral and multilateral institutions in providing the relevant information. At country level, the office of the UNDP Resident Representative not only made the necessary arrangements for the visit but tried as much as possible to facilitate the task of the mission.

11. On the Government side, previous arrangements made through the Permanent Representatives in Geneva paved the road for the Inspectors' interviews with the official sector. The Inspectors were impressed by the enthusiasm and interest

shown by the officials whom they met; discussions were open and frank on a broad range of aspects relating to the study. The Inspectors wish to convey through this report deep appreciation to all of the above, as well as to the Consultant and secretariat staff who gave their valuable assistance in the preparation of this report.

## II. TECHNICAL CO-OPERATION ACTIVITIES

### A. Programme and Project Identification and Formulation

12. The various United Nations assisted activities under way in the sub-region are the result of in-depth consultations between the Government and the United Nations bodies concerned. The country programming process, the involvement of governments in the setting of objectives and goals and in the identification of priorities, and the development and execution of these have adhered satisfactorily to the guidelines laid down by the United Nations General Assembly 4/, ECOSOC 5/, and the UNDP Governing Council 6/. Similarly sub-regional and regional programmes for which the Member States of ECLA have set specific criteria 7/ being contemplated in line with General Assembly Resolution 34/206.
13. This has ensured that the United Nations technical assistance has generally been directed at solving identified problems. Complementarity between national/sub-regional and regional activities has also been maintained to a large measure. Nevertheless, there exists the possibility that competition between national institutions to control the limited financial resources, and the importance attached to certain sectors of activities based on perceived income generation or other reasons including personal, exert influence in the assigning of priorities by Governments and the selection of projects to be financed through external sources. This bears directly on the evolution, formulation and execution of national development plans, which should be balanced to the greatest extent possible. The UN system, through the now established practice of country programming and consultations, should be in a position to reduce this possibility further by insisting on a broader consultation base during the development of country programmes. In this connexion the United Nations executing agencies should pay more attention to the root problems of the country as a whole and focus less on specific areas which have no immediate impact in the overall development strategy. Observations and recommendations of the Joint Inspection Unit Report on UN Technical Co-operation Activities in Sri Lanka 8/ are pertinent here.
14. The Inspectors noted the practice of referring to externally financed projects as, for example, "UNDP project" instead of "UNDP assisted or funded project". Full-time national experts and counterparts involved in these projects are almost isolated from the normal public service to which they initially belonged. This attitude unfortunately may tend to insulate externally assisted projects from the normal country development activities especially as these external projects are somewhat better run and better serviced and tend to accentuate the importance of individual national institutions and UN or other technical assistance organizations connected with the particular projects. This tendency, can be changed with the concurrence of technical assistance institutions by the agreement to refer to projects assisted by them as "government projects".
15. Lastly, there is a general tendency to generate many small but related projects some of which are motivated by interests peripheral to identified priorities. It is perceivable that these kinds of projects divert funds from

---

4/ General Assembly Resolution 31/170 of 21/12/1976 and 38/171 of 19/12/1983.

5/ ECOSOC Resolution 2025 (LXI) of 4/8/76 on general principles in allocating UNFPA resources.

6/ UNDP Governing Council Decision 80/9 on consultation process.

7/ See DP/RLA/2 of December 1982, paragraph 8.

8/ See JIU/REP/79/16 paragraphs 172-175 and Recommendation 3, 5 and 6.

main programme activities and objectives and, in this way, delay or adversely affect achievement of the long term programme goals. It is suggested that small projects having a common bearing on a programme objective be consolidated under an umbrella project. Thus the training of census enumerators and analysts bears a relationship to the training of demographers and, together, to population and housing census. These should come under an umbrella project even though it may require more than a single executing agency, inter-agency collaboration of this kind could be productive at all levels.

B. Nature and Level of UN Technical Co-operation Delivery

16. The main sources of funds for United Nations technical co-operation activities in the Isthmus countries are the UNDP and the UNFPA. The volume of activities and the level of budget as at September 1982, for UNDP assisted projects are shown in Annex I. Altogether about sixteen (16) executing agencies <sup>9/</sup> were involved in 107 national projects as at this date valued at over US\$ 71 million. It is significant that the sectors receiving most UNDP support were concerned with: general development issues, policy and planning (26); industry (20); agriculture, forestry and fisheries (15); transport and communication (12). This is, in a way, a reflection of the priority attached to these sectors by the countries themselves - at least with regards to the deployment of UNDP financial assistance.

17. Other development sectors of like importance have been aided by other sources of technical assistance. One such major source is the Inter-American Development Bank (IDB). The Bank's volume of technical assistance and funding from 1976 to April 1983 covered 245 projects at the cost of well over US\$ 90.1 million as shown in Annex II. Note the importance attached to agriculture, industry, education, and public health all of which account for 149 of the 245 projects and about one-third of IDB the contribution; agriculture sector alone made up 87 projects and just about 22% of the cost to IDB.

18. The level of UNFPA technical assistance to the sub-region is summarized in Table 1 below. It is evident that the sub-region is receiving a healthy share of the UNFPA resources to the region (about 13 per cent); for in addition to country projects it also benefits from inter-country activities. The specific nature of projects supported by the UNFPA is shown in Annex III, which also includes those funded by the UNDP. Although inter-country projects specific to the Isthmus countries funded by the UNDP of the UNFPA are few in number, there are several region-wide technical co-operation assisted activities which address the problems of this sub-region. Due to the time constraints and numerous other factors, these are not discussed in detail in the present report.

19. With regard to spending on specific sectors, it will be seen from the summary in Table 2 that a sizeable proportion of UNFPA financial support has been focused on mother and child health/family planning programmes (MCH/FP), over 40% and on demographic data collection and other related aspects about 20%. As will be seen from later discussions, spending on demography embraces improvements in institutional capability and capacity in planning, evaluation and policy formulation, which together with employment make up about 35%.

---

<sup>9/</sup> See UNDP Compendium of Approved Projects Doc. UNDP/MIS/Series A No. 13. Executing agencies include FAO, ICAO, ILO, IMO, ITU, UNCHS, UNCTAD, UNCTC, UNDP/OPE, UN/DTC, UNESCO, UNIDO, UNV, World Bank, WHO, and WMO; only by one government.



TABLE 1

Level of UNFPA Spending in the Isthmus Countries of Central America  
and Projected Commitments as at 1982  
(In US Dollars)

COUNTRY	EXPENDITURE 1969 - 1981	ALLOCATIONS 1982	TOTAL
BELIZE	153.108	12.377	164.485
COSTA RICA	3,542.990	63.384	3,606.374
EL SALVADOR	4,669.469	1,027.063	5,696.532
GUATEMALA	1,694.438	687.062	2,381.500
HONDURAS	2,722.648	650.425	3,373.073
NICARAGUA	1,089.083	481.284	1,570.367
PANAMA	2,877.848	441.678	3,319.526
TOTAL	16,749.584	3,363.273	20,111.857
Share in total Allocation to L.A. & C. Coun- tries (%)	17.0	28.4	18.2
Share in total Allocation to the Region (%)	12.0	21.6	13.0

SOURCE: United Nations Fund for Population Activities, 1982 Report  
Appendix C.

**TABLE 2**

Indicative Comparative Allocations of UNFPA Funds According to Main Activity Sectors as Projected for Individual Countries' Programme Cycle a/

(In Thousand 1979/1983 US Dollars)

ACTIVITY SECTOR	EL SALVADOR 1979-82	GUATEMALA 1980-83	HONDURAS 1979-82	NICARAGUA 1980-83	TOTAL	PERCENT
Demographic Data Collection and Analysis	679	996	750	1120	3545	18.1
Population Dynamics, Policies and Employment	1237	970	705	430	3342	17.1
Mother-Child Health/FP	3000	2273	1276	1655	8204	41.9
Population Education and Communication	567	-	615	245	1427	7.3
Training in Demography	-	-	721	-	721	3.7
Women and Development	-	755	200	550	1505	7.7
Special Programmes <sup>b/</sup>	475	-	50	-	525	2.7
Programme Reserve	-	300	-	-	300	1.5
TOTAL	5958	5294	4317	4000	19569	100.0

Sources: UNFPA Country Briefs

<sup>a/</sup> Information for Belize, Costa Rica and Panama was not immediately available

<sup>b/</sup> Special projects directed at adolescent girls and rural populations (Guatemala), and revision of Family Code (Honduras).

Note: The years reflect the periods of programme activity.

20. However successful the UNDP and UNFPA have been, as commented in paragraph 18, this has not always been so in raising the financial resources of some approved field projects. For the 1982-1986 programme cycle, UNDP was able to programme only 80% of the illustrative US\$ 76.5 million for the proposed regional programme. <sup>10/</sup> This is further illustrated in Table 3 in connexion with the UNFPA supported programmes for four of the countries studied. Due to difficulties experienced in raising adequate financial resources this have adversely affected the rate of implementation of some projects and, in turn, contributed significantly to project revisions and extensions. Worse still, this has impacted negatively on the overall national and regional development process with equally serious implications on the expectations of the governments and the peoples of this sub-region. The Inspectors would like to draw the attention of the International Community to the United Nations General Assembly Resolution 34/104 of 14 December 1979 paragraph 5 and 38/171 of 19 December 1983 paragraph 3 and 10, and to the Governing Council of UNDP Decision 82/20 of 18 June 1982 paragraph 10 in both of which an appeal is made for increased contributions.

21. In paragraph 10, the Governing Council expressed: "... deep concern at the decline in the resources for the Fund (i.e. UNFPA) and its consequent adverse impact on programme delivery, and urges all countries to contribute or to increase their contributions, bearing in mind also the work plan contained in document DP/1982/28, in order to achieve the level of resources envisaged in decision 81/7 for the period 1982-1985 which, inter alia, assumed a 10 per cent annual increase." This amply reflects our own concerns on the matter and we fully support the Governing Council appeal and, in addition, advise on the wisdom for timely contributions.

TABLE 3

Actual Spending vs. Commitment for UNFPA Supported  
Projects in Selected Countries

(In million US Dollars)

COUNTRY	REPORTING PERIOD	NUMBER OF PROJECTS	TOTAL APPROVED	ACTUAL EXPENDITURE	SHORTFALL
EL SALVADOR	1979-80	6	5.96	2.14	3.82
GUATEMALA	1980-82	5	4.3	1.4	2.9
HONDURAS	1978-82	7	4.3	2.6	1.7
NICARAGUA	1980-82	4	3.2	1.5	1.7

Source: UNFPA Country Briefs.

<sup>10/</sup> See DP/RLA/2 of 3 December 1982.

C. Project Inputs

a. Budget

22. Each project is unique in its operational requirements and in turn, the financial resources necessary for the attainment of objectives within the set time frame. Consequently the budget sizes of projects examined vary greatly, representing a range of UN assistance from below US\$ 50,000 to almost US\$ 5.0 million. The larger budget size projects are mostly long-term activities funded through the UNFPA in connexion with MCH/FP programmes, less so with demographic data collection, analysis and incorporation into development planning and policy formulation. The majority of the projects are however, below US\$ 1.0 million.

23. Despite constraints imposed by the economic situation particular to individual countries, counterpart contribution (mostly in kind) has generally been satisfactory. Where internal resources have been inadequate the countries have deployed bilateral and other assistance to meet this obligation. However, this contribution has not always been forthcoming within the set time frame. Hence there have been some delays in the achievement of project objectives, as well as project extensions with obvious budgetary implications.

24. The UNDP Governing Council has been very careful in its approval of country programmes, funded through either the UNDP or the UNFPA resources, to take account of existing and potential financial constraints. As a result the more recent projects show considerable improvement over the past ones particularly as regards allocations to various project components. Regular and more frequent reviews in the host country through the increased responsibility now accorded the UNDP Resident Representatives have made it easy to monitor, control and make timely adjustments in the operational aspects of projects.

25. Budgetary revisions examined so far are due either to a re-orientation of priorities at the request of the government(s) (PAN/82/001 and RLA/76/012), recommendations of review missions, or the need to provide for a smooth handing over. While the principal objectives of some of these projects have remained originally conceived, elements of new activities have been introduced causing budgetary revisions (GUA/80/001).

26. Notwithstanding the above generalities, the Inspectors have a number of observations to make. First, some activities have continued to receive United Nations technical assistance for almost 10 years now. For some the project numbers and/or titles have been changed/modified which tends to hide the actual duration. It also tends to confuse the evolution of the project for those unfamiliar with it; this observation concerns especially UNFPA funded activities for which we suggest more use of the term "Phase" for future reference of the projects which fall under this category. Generally, prolongation of external assistance well beyond its initially projected duration reflects inadequacies in setting priorities, planning and execution and undoubtedly this has implications on the budget. It also tends to harness available financial resources. It is accepted, however, that some activities necessarily require long duration before their objectives can be attained. As well, some others have experienced operational difficulties beyond the control of the project expectations.

27. Secondly, the largest share of project funds is channeled to the supporting international project personnel, even in activities which have been under way for sometime. This share is generally around 75% of the funds

available, and in some cases over 90%. While this reflects the scarcity of trained manpower in individual countries (since even the few available professionals are mostly engaged in administrative responsibilities), it also reflects the need for increased emphasis in training. With the exception of projects in which training is among the major objectives, in most others the training component has generally been around 5% of project funds. Since self-sufficiency in trained manpower is fundamental to the successful and sustained development of these countries, it is appropriate to suggest that the share of total project funds devoted to training in these projects should be increased. See however observations made in paragraphs 37 to 47 under Technical and Professional Capability and 72 to 77 on the Impact.

28. A third observation concerns equipment component although equipment, per se, is discussed separately below. Most of the equipment purchased under the different activities is imported and its effective utility may last only through the period of external assistance after which proper use and maintenance are subject to doubt. As this is a significant share of project funds (from below 5% to over 10%), much caution needs to be exercised, with preference being given to the fuller utilization of equipment already available in the country - as was done in Project PAN/81/006.

b. Personnel

29. Although full data on the composition of project personnel was not immediately available, the Inspectors were pleased to note a healthy trend towards the use of professionals available from the sub-region. For example, the experts and consultants involved in projects ELS/78/010, PAN/82/001 and RLA/79/017 are mostly from the region. In some of the projects activities have been entirely or partially contracted to national or sub-regional/regional institutions including CLACSO, ICAP and national universities. This is in the general agreement with the spirit of General Assembly Resolution 38/171 of 19 December 1983 paragraph 15 (a). However, there is a need to move away from just an ad hoc involvement of national experts, and to exercise a policy of continued involvement of local expertise because of innumerable benefits this practice can generate to project implementation.

30. The identification and actual involvement of national counterparts or homologues have not been constant, nor always of the quality envisaged in some of the activities. In one project the national director was not appointed until six months after the activity had started (ELS/78/011); in another (GUA/79/P04) difficulties were encountered with having sufficiently capable full time counterparts. Problems with counterparting, including frequent withdrawals and substitutions of counterpart personnel, should be avoided as much as possible if the full benefits of technical assistance are to be realized. The responsibilities of Governments providing counterparts qualified or homologues should be more precisely defined during the elaboration of the project document. This has been done with obvious advantages in connection with project GUA/80/001.

31. With regard to the identification and timely arrivals of international experts, this has generally been satisfactory. It is appreciated that, because of their special field situation, some projects have had difficulties in the recruitment of suitable and willing international experts. Indeed, those finally selected have sometimes found themselves in trying circumstances. This leads the Inspectors to suggest that project personnel (nationals and internationals) working under difficult, sometimes dangerous field conditions should merit special considerations, at least in the form of "special allowances" which would serve as stimulus.

c. Equipment

32. During the tour of the sub-region, the Inspectors were concerned at the number of project vehicles which were more or less at the personal disposal of project staff. Some of the cases may, indeed, be justified. However, in view of the increased cost to the project and to the governments, there is an evident need for executing agencies and the UNDP Resident Representatives to scrutinize this matter closely. Attention is also drawn to the conclusions of the Joint Inspection Unit study on the use of vehicles by UNDP field offices and projects (JIU/REP/79/6).

33. In many of the projects studied, the use or purchase of sophisticated, especially electronic data processing equipment was recommended at one stage or another. While accepting that this practice enhances technological capability and capacity of the institutions concerned, measured caution should be exercised to avoid the possible waste of resources where there is not the local professional skill, necessary to use and maintain technical equipment as was the case in one of the countries visited. In one particular case, a high speed electronic data processing unit was acquired through one of the projects, however, after being installed it was not used due mainly to fear of equipment breakdown, no maintenance contract had ever been concluded at the time of purchase or later; nor was there a certified representative of the firm supplying the equipment in the area. At the time of writing this report the equipment was being declared obsolete because the specifications were outmoded, and to adapt it to present standards would not be cost effective. Purchase of such equipment should be approved only if its use is essential. Arrangements for maintenance and local servicing must be available, including a local supply of expendable materials such as computer software. It might indeed be more cost-effective to opt for less sophisticated equipment, or initiate time sharing with other activities using identical equipment.

D. Performance and Outputs

a. General Remarks

34. Some of the activities have had to operate under constraints beyond the control of the project. In particular, to projects concerned with population activities (census) some of which have been postponed or suspended due to exogenous factors. Nonetheless, some of the project activities not subject to adverse conditions have been carried out successfully.

35. Similarly, some activities such as mother-child health and family planning (MCH/FP) have experienced difficulties arising from deep rooted cultural attitudes. Consequently the Government objective to put a curb on population growth, mortality and morbidity has been slow to attain. However, it is likely that programmes on population and family education, as envisaged by UNFPA will eventually achieve its objectives.

36. Outside of these and other problems discussed above, project execution has been satisfactory. The following sub-sections examine specific priority areas in which United Nations technical assistance has played a leading role.

b. Development and Improvement of Institutional Capacity and Capability

37. The success of national development programmes and activities depends to a very large extent on institutional capability in administration, management, and planning. This is another constraint in the sub-region and in its essence a development priority in almost all of the countries visited (see Annex III on list of projects). It is also the sector which has received the largest share of UNDP and UNFPA technical assistance (about 32% national IPF based on Annex I). At least 12% of the 34 UNFPA funded projects examined were concerned with strengthening of institutions as one of the principal objectives; 11/ two (2) with institutional development; and five (5) with policy development, planning and evaluation of programmes.

38. Most of the UNDP funded projects executed by UN/DTCD have focussed on the strengthening and improvement of public institutions concerned with administration, planning and evaluation of development programmes. For example, a number of countries are in the process of reforming their public sector administrative and management institutions (COS/78/002, ELS/78/010, ELS/82/005 and HON/76/002).

39. Institutional support has mainly been in the form of additional and specialized expertise in planning, programme and policy development. Thus, for example, project GUA/80/001 "Support of Planning and Information in Public Affairs" contributed significantly to the preparation of the 1983-1986 National Development Plan in Guatemala. The regional project RLA/79/017 and RLA/82/001 "Asistencia al Instituto Centroamericano de Administración Pública" (ICAP), has focussed on programme development and public administration and in some cases the extension of advisory services to Member countries in these areas.12/ So are the projects concerned with energy, population education, employment and a number of MCH/FP projects.

40. Activities concerned with this subject area have noticeably due weight to the development of training facilities such as under project RLA/79/017 and PAN/81/005 "Escuela Náutica de Panamá."13/ The Inspectors were pleased to learn that ICAP might not require UN institutional support after 1984 because of the strengthening of its institutional capability. 14/

41. These projects, which are largely executed by Governments, the United Nations, and its specialized agencies have been worthwhile. However, these need to have a regional orientation (through harmonization and co-ordination of programmes and associated activities) in order to enhance as much as possible sub-regional co-operation and self-reliance. In this connexion projects concerned with institutional building should serve as a catalyst to physical and economic integration. Projects RLA/79/017 and RLA/82/001 are already a start in the right direction.

---

11/ See also UNFPA: Population Programmes and Projects. Vol. II 1981/82.

12/ Member countries are Costa Rica, El Salvador, Nicaragua and Panama, but there are provisions for the inclusion of Guatemala and Honduras as recipients of benefits of the programme, and for extending services under United Nations Special Fund Programme (see Doc. RLA/82/A/01/01).

13/ This school has promising future for developing TCDC in the subregion.

14/ See Special Technical Advisor's Memo of 25/1/82 to the Director of DAD/TCDC on Progress report on RLA/79/017 - Nov. 1980-Oct. 1981.

42. Notwithstanding situations inherent to each country, problems of a common nature could lend themselves to pilot sub-regional or regional projects. As for example, the MCH/FP and population education programmes. In other words, there is a need for more sub-regional/regional pilot projects not only in connexion with institutional frameworks but also in other development endeavours. The existing potential for regional planning to achieve harmonized development has as yet to be fully exploited, in the full sense of project implementation.

c. Development of Technical and Professional Capability

43. Almost without exception the projects inspected, and others not included in the survey have included an element on the development of institutional technical and professional capability in planning, management, evaluation, etc. of development programmes and activities. This has taken the form either formal or informal training.

44. Formal training. At least two (2) mother-child health/family planning projects (in El Salvador and Panama), two (2) in transport and communication, and the regional project RIA/79/017 on ICAP have been concerned primarily with formal training. ICAP is now providing a professional degree in public administration at a Masters level equivalent to the best given in some developed countries. 15/

45. In addition, some of the projects concerned with public administration and generally, those concerned with the development and improvement of institutional capabilities, have included a fellowship component. These fellowships have made use of national and regional training institutions such as INAP, ICAP and CELADE. However, for more specialized skills and technologies not yet incorporated or sufficiently developed in the programmes of these institutions, resort has been to institutions outside the region, which holds apparent dangers.

46. The Inspectors are concerned that the countries of the sub-region have not as yet instituted mechanisms for monitoring the progress of fellows thus trained. Inventories of trained manpower (which is a basic tool in manpower resources deployment and in decisions concerning the use of external experts and consultants) are incomplete or lacking. The UNDP Office in Guatemala has however recently decided to institute a system of tracking United Nations sponsored fellows. ICAP is also assisting the Member countries in this endeavour with respect to public administration.

47. Connected with the above is the fact that countries are losing some of their highly trained manpower which is without doubt a loss to the sub-region. This is often linked to conditions of service and work, but also organizational and institutional structures, which are often not conducive to attracting or retaining in place, high calibre trained personnel. Consequently, even the binding contracts attached to fellows trained under technical assistance projects are only a short-term measure. A solution to "brain-drain" inevitably lies with the Governments themselves taking appropriate measures. The concern here is that countries should derive the maximum possible sustained benefits from international assistance spent on training, and hence work genuinely towards self sufficiency in trained manpower resources. The United Nations system should

---

15/ See NASPAA Report on Regional Management of Institutions in Central America and Mexico by Wendell G. Schaelfer, July 1980 pp. 4-6. Obtainable also from USAID.



assist the governments of the sub-region in mitigating this problem in keeping with the recommendation of the 1980 High-Level Meeting on the Review of TCDC. 16/

48. Informal training and transfer of skills: A noteworthy feature of many projects has been the employment of semi-formal and informal approaches in improving and developing manpower capabilities. Mechanisms employed have included short duration group training, seminars and workshops, study tours, on-the-job (in-service) training, and closely supervised studies. This is particularly true of projects concerned with institution building; gathering, analysis and utilization of data derived from population statistics; and, MCH/FP programmes.

49. This approach was used successfully in El Salvador (ELS/78/PO1) to train ten (10) demographers, sixty-five (65) programmers from several Government institutions (or agencies), and 7,600 enumerators. It has also been applied in the training of national experts in Panama preparatory to a socio-economic survey (PAN/81/006 "Critical Poverty"). Thus with a cost of US\$ 1,000 only and for (4) hours long evening classes for about four (4) weeks (thus at no loss of office hours), at least twelve (12) local experts, including three (3) local experts and the associate expert of project PAN/81/006, received training in computer science. 17/ An MCH/FP project in Honduras (HON/78/PO1 "Salud Materno Infantil y Planificación Familiar") applied intensive skills transfer courses with the pleasant result that about 90,000 women between 30 and 60 years old considered as community leaders are now incorporated mid-wives serving in the rural areas.

50. This form of training and transfer of skills has made it possible to attain project goals quickly and at low cost. With the added advantage that the training is taking place under a local environmental situation. It is one commendable way of optimizing on technical co-operation assistance and deserves every encouragement. In this context the United Nations regional and national institutions serving as executing agencies of projects involving informal training and transfer of skills bear high responsibilities in the selection of experts and consultants intended for this purpose. The personnel involved in this endeavour should at all times be conscious of the local human resource potential. Consequently the same applies for the selection of other project technicians and professionals in the training efforts of other agencies.

51. To derive the fullest possible benefits from such mechanisms as on-the-job training, closely supervised investigative studies, etc. the Governments should also endeavour to improve on the quality of counterparts (including those selected for special courses). Every effort should be made to ensure that the counterparts continue with the project activities (rather than having them transferred to other sectors in between or soon after the termination of technical assistance). Others who may have received this kind of special training should be deployed in development activities which could better utilize their skills; this would at least encourage them professionally, and guarantee a high calibre of expertise.

52. At the regional and sub-regional levels, the Centro Latinoamericano de Demografía (CELADE) and ICAP have played a particularly useful role in organizing seminars and workshops, and in assisting national institutions in the development of special short-term training programmes in their respective fields of

---

16/ See supplement No. 39 (A/35/39) of 35th General Assembly Session, Dec. 1/1 para. 3

17/ See Progress Report, PAN/81/006 for July-December 1983.

specialization. These institutions should be encouraged to continue to play this role effectively and efficiently both in terms of resources and co-operation from Member countries.

d. Mitigation of Social and Economic Problems

53. A number of UNDP and UNFPA funded projects address special problems concerned mainly with improving the standard of living and the welfare of the peoples of this sub-region. Among these include mother-child health and family planning; critical poverty; migration and employment; the status of women; malnutrition; and energy. The utilization of United Nations resources to mitigate or assist in finding solutions to these problems is appropriate and in keeping with the Organization's policies,<sup>18/</sup> those of its agencies (FAO, ILO, UNESCO, UNICEF, WHO, etc.), and of most multi-bilateral technical co-operation or donor institutions, given the generally poor economic performance of the countries concerned.

54. While acknowledging increased effort by both the governments, the UN and other technical co-operation assistance institutions involved in the sub-region in the mitigation of social problems, there is still a need to strike a balance between purely economic activities and activities aimed at enhancing the well-being of the peoples of the region, without which economic growth will also suffer. The social problems are similar in nature and extent in the countries of the region. To deal with the problems it is necessary to provide adequate resources to regional institutions and programmes concerned with the social development sector, representative institutions include the "Facultad Latinoamericana de Ciencias Sociales (FLACSO)", the Inter-American Vocational Training Research and Documentation Centre (CINTERFOR), the Latin American Institute for Social and Economic Planning (ILPES) and the Regional Employment Programme for Latin America and the Caribbean (PREALC).

55. The Inspectors would also like to refer to the conclusion of an earlier JIU study on Latin American Integration (JIU/REP/76/3) which was emphatic on more attention to be paid to social development; and to paragraph 2 of Decision 1/5 of the High Level Review Meeting on TCDC urging countries to "... share their accumulated experiences in planning and dealing with the enormous problems facing rural and urban communities, including the problem of migration of rural population to cities". The recent ILO Conference discussed employment policy to be adopted by Member States at national level. Part III of its policy recommendation dealt exclusively with the employment of disadvantaged groups. <sup>19/</sup>

56. Mother-child health and family planning (MCH/FP). Mother and child health is a serious problem and a pre-occupation of practically all the countries of the sub-region. With United Nations assistance a number of countries have, or are in the process of drawing up comprehensive programmes to extend primary health and family planning services to all, and to those especially in rural areas. <sup>20/</sup>

57. The MCH/FP project in Honduras (HON/77/PO1) was based on a comprehensive assessment of the country's problems and priorities in population. <sup>21/</sup> At the

---

<sup>18/</sup> See ECOSOC Res. 1763 (LIV) of 18/5/73 and 2025 (LXI) of 4/8/76; and United Nations General Assembly Res. 31/170 of 21/12/76.

<sup>19/</sup> See Report IV (2) to International Labour Conference, 70th Session 1984. ILO Geneva.

<sup>20/</sup> See Annex III.

<sup>21/</sup> See Report on Mission on Needs Assessment for Population Assistance. UNFPA - May 1978.

time of identifying and formulating this project about 80% of child-births took place outside hospitals and infant mortality was of the order of 117.7 per 1000 live births. Birth rate was about 4.4% and children per couple was at a national average of 6.5. Nutritional deficiency affected about 72% of the population which together with diseases, increased mortality and morbidity of women and children.

58. The UNFPA assistance was utilized, inter alia, to train rural midwives while UNICEF and WHO provided kits. Communal man-leaders were trained as health guards (health assistants) to liaise between the community and health institutions. During the visit it was learned that about 200,000 pregnancies and 170,000 child-births had been attended, raising child-births attended by trained personnel from 20% to 70%.

59. MCH/FP projects in El Salvador, Guatemala, Nicaragua and Panama address similar issues. However, while reducing mother-child mortality and morbidity, attention has also been given to reducing rapid population growth through family planning. An earlier project in Costa Rica (COS/72/POI: Integrated Family Planning and Sex Education) reached a high number of the reproductively active population of women. This contributed significantly to the sharp decline in the rate of natural population increase to 2.2 per 1000 during the period 1975-79; population growth is now about 2.4% per year making this among the lowest in the region. A number of mainly non-governmental national and international organizations have co-operated with these projects, 22/ and with government programmes in family planning activities, through the provision of equipment, technical services and extension work. The international NGOs have worked very closely with local NGOs. It is also noteworthy that part of bilateral and multilateral technical assistance has been channeled to MCH/FP programmes either directly or indirectly. This includes resources from the IDB, USAID, and a Government of Finland Funds-in-Trust grant to Nicaragua.

60. The World Food Programme (WFP) intervention has been through the provision of supplementary feeding to vulnerable population groups and through nutrition education, among others. A five-year programme in El Salvador starting in 1978, was aimed at reaching 168,000 pre-school children and 56,000 pregnant women and nursing mothers, although the target was not fully achieved considerable progress was made. In Honduras WFP assistance was to serve as a catalyst for the Government nutrition programme, and in socio-economic development activities concerned with low income and marginal communities.

61. In addition to assisting governments in the execution of UNFPA funded projects, WHO and PAHO using their own resources as a parallel activity have contributed by providing technical advice and services. 23/ In Belize assistance was aimed at strengthening the Government's MCH programme, for which UNFPA had planned to spend US\$ 107,600 during the period 1980-85 mainly on training of health personnel and on family and community education. This programme has also received support from UNICEF. The outcome of this programme will largely depend on the receptivity of the public sector. In Nicaragua support has been aimed at the improvement of technical capacity making the functions of the Division

---

22/ For the full range of these see the UNFPA Inventory of Population Projects in Developing Countries Around the World 1981/82. Those involved in almost each of the countries include: Association of Voluntary Sterilization Inc.; Development Associates Inc.; Family Planning International Assistance; International Parenthood Planning Federation; the Population Council; and the Church World Service.

23/ See UNFPA: Population Programmes and Projects, Vol.II 1981/82.

of Medical Care and in the design and execution of sub-programmes of "care for mothers"; on children, especially those under six (6) years of age or under-nourished; and on young women. In Panama, UNFPA in combination with PAHO have assisted in the extension of health services, within the framework of the Government's Family Health and MCH Programmes, to reduce mother-child mortality and morbidity by providing consultants and training to fully staff the health services. Their assistance in Panama has been closely linked to two UNFPA supported projects for which they are the executing agencies. Due to these efforts Panama's population growth is now below 2.4% and infant mortality rate dropped from 40.5 per 1000 births in 1970 to 28.1 per 1000 in 1977; recent trends reveal still a lower morbidity ratio.

62. These programmes have attained a good measure of success which owes much to initial efforts made in programme planning and to the involvement of public and private sectors (national and international). With the population education programmes now under way, the objectives of MCH/FP programmes are likely to be achieved faster. These education programmes executed mainly by UNESCO in collaboration with relevant national institutions, are aimed at creating awareness in all sectors of the population concerning the impact of demographic characteristics and variables on socio-economic development.

63. Population and employment. Population migration (especially rural to urban areas), spatial distribution, unemployment and critical poverty are being addressed variously by individual countries of the sub-region. The UNDP and UNFPA assistance in these areas has been directed at finding solutions through investigations, analysis of demographic variables, designing plans and programmes, and policy formulation. At least four (4) of the projects examined are of this nature. Most of the projects of this category have been executed by ILO and only a few by the United Nations (DTCD).

64. While project GUA/79/P03 in Guatemala, was intended to provide back-stopping to the proposed census in 1981, it assisted the Government in the incorporation of population variables and employment in the national development plan through the development of appropriate policies. Progress was achieved in this aspect. Another project (GUA/79/P02) initiated in 1980 studied human resources, settlements and internal migration in the Department of Baja Veracruz, the results of this project are yet to be evaluated.

65. Two projects in Panama (PAN/81/006 and PAN/81/009) are both concerned with diagnosing poverty, especially in peri-urban and rural areas. While the first project has concentrated on defining priorities and alternative solutions, the second intervenes through professional training. PAN/81/006 is closely related to an UNFPA project concerned with examining factors leading to the growth of the Panama City metropolitan area with a view to developing appropriate policies to achieve a better distribution of its population.

66. A complementary regional project RLA/77/018: "Critical Poverty in Latin America - the Situation and Analysis of Policies", is concerned mainly with the disadvantaged population sectors. Through the study of population variables, incomes and taxation policies, housing etc. it is hoped to evolve policy guidelines aimed at improving the welfare of these groups, and ultimately try to close the gap between the rich and poor sectors of the population.

67. Status of women. Two projects examined, one in depth and the other partially, were directly concerned with improving the status of women, especially

those living in rural areas. A project in Guatemala on population education for rural women sought to promote their incorporation in rural development activities through the assistance of trained extension workers. Another project in Honduras (HON/78/PO4) on population education in a national out-of-school programme included, as an objective, emphasis on the incorporation of women from rural areas in the development process. It is encouraging that the 1978-82 UNFPA programme for Honduras anticipated spending US\$ 200,000 for an integrated population and income-generation project mainly for women, and US\$ 50,000 for the revision of the Family Code. (See Table 2).

68. Considering that women represent part of the human resources of the region and that a large proportion of women are not actively engaged in development activities but rather live as dependents or are engaged mainly in domestic endeavours, there is a need to increase effort from development agencies in this direction. This means giving special attention to women in the design of projects concerned with employment and also with training, paving the way for their full participation, in national development programmes.

69. Population and housing census. Practically all of the countries in the region have been receiving United Nations technical assistance for securing information on population trends and other related variables. The objective has been to enable governments to obtain as accurate data as possible, and to analyse and use this information in the evolution of socio-economic development policies. As already mentioned, projects in this area have included a significant training and institutional support component with focus on data processing and utilization.

70. Planned census efforts in El Salvador (ELS/78/PO1), Honduras (HON/78/PO6) and Nicaragua (NIC/81/PO1) had to be rescheduled or suspended during one phase or another. Nonetheless, these projects have at least assisted in preparing the national capacity and technical capability necessary for undertaking this exercise at a later date. However, as already observed in paragraphs 46 and 47, these countries need to make a determined effort to ensure that those trained will be available when needed.

71. Energy. It is the goal of the countries of this sub-region to attain self-sufficiency in energy and to reduce to a minimum their dependency on imported sources; whether carbohydrates or other. They aim at achieving this through better planning, identification of energy options based on reliable information on existing potential and developed sources (fossil, hydropower, geothermic, fuelwood, and non-conventional forms such as solar and wind energy), and through improved co-ordination between countries. There already exists a regional energy commission "La Comisión para Energía de América Central (COMENER)", to which all of the countries except Belize belong; Panama became a member in 1979. Linkage, co-ordination and programming at regional level is further assured through the Latin American Energy Organization (OLADE).

72. Currently there are four (4) national and one regional UNDP funded projects under execution. The national projects are concerned with institutional, management and administrative arrangements on the one hand, and with planning, investigative studies and pre-investment activities on the other. This is true of project COS/81/001 in Costa Rica, GUA/81/002 in Guatemala and NIC/80/021 in Nicaragua. Project GUA/81/003 in Guatemala focuses more on the development of petroleum resources. The regional project RLA/74/083 and the follow-up phase RLA/76/012 Energy Programme for Central American Isthmus (PEICA) have been utilized to provide initial advisory services to the countries. The regional

project provides direct support to the co-ordination and other energy related activities of COMENER, and at the regional level to OLADE, through its technical consultative mechanisms.

73. Among alternative sources of energy is the development of small and large scale hydroelectric power. Under project BZE/79/001 for example, the Government of Belize intended to explore the possibility of providing most of the rural areas with electricity produced from mini and micro hydropower, installation, this is under consideration. Relevant to hydropower development is project RLA/81/801 which is concerned with the design and manufacture of axial flow water turbines. This is a good development in terms of regional self-reliance. However, its economic viability relies heavily on reliable river flow regimes. This is in turn related to land-use practices having impact on the hydrological properties of the catchment basins of potential rivers. In this connexion the findings of a joint FAO and UNEP study on the status of tropical forests and the observations made therein concerning the state of forests in the countries of Central America should be of interest. For example, the study estimated annual deforestation rate for closed broadleaved forest to be over 3.5% for Costa Rica and El Salvador. In El Salvador the existing forest cover has already been reduced to a minimum. Consequently, under project ELS/78/005 the Government expected recommendations on watershed protection and flood control. The main causes include spontaneous shifting cultivation and expansion of grazing areas as in Costa Rica. Coniferous forests are in an even worse situation. <sup>24/</sup> Also of interest is the World Bank's guiding policy on its technical assistance in forestry <sup>25/</sup> and energy <sup>26/</sup> sectors.

74. While the Inspectors welcome the efforts of these countries to solve the energy problem they are nevertheless concerned about possible over-development and over-production of electricity, particularly that from hydroelectric power, as the present trend could exceed present and future needs. The existing net installed capacity has yet to be fully utilized, as clearly demonstrated in Table 4. For some countries the growth of both consumption of total manufacturing industry appear to be levelling off (see Table 4). Furthermore, intensive research and explorations now under way to develop alternative resources of energy such as solar and geothermic may reveal cheaper means of producing electricity. But our main concern here is that the governments are investing a relatively significant proportion of available financial resources on energy, often at the expense of other social and economic development sectors. It is our pondered opinion that there is a need for concerted and determined effort on the part of the governments, the regional institutions COMENER and OLADE working within the framework of PEICA and the Latin American Energy Co-operation Programme (PLACE), and of technical assistance and development financing institutions to lay more emphasis on:

- i) the rational utilization of existing electricity production capacity both at national and sub-regional levels;
- ii) a strategy for electric energy development which seeks to strengthen regional co-operation and self-sufficiency; and
- iii) a balanced allocation and utilization of available and/or potential financial resources which takes full account of the needs of all other development sectors and, in particular, the needs of the poor sectors of the population.

In sum total a realistic unified approach to the energy problem on a regional basis is needed.

---

<sup>24/</sup> FAO/UNEP Report on Tropical Forest Resources. FAO Forestry Paper No. 30, 1982; pp. 80-81.

<sup>25/</sup> Forestry Sector Policy Paper, The World Bank 1978.

<sup>26/</sup> The Energy Transition in Developing Countries. World Bank Report No. 4442, 1983.

**TABLE 4**

**Trends in the Production of Hydroelectricity and Consumption of Electricity in the Isthmus Countries of Central America versus Growth of Manufacturing Industry, 1960 to 1980**

COUNTRY	Total Production of Electricity a/ (Million KWh)	HYDROELECTRICITY				Growth in Consumption of Total Electric Energy b/ (Average annual rate)		Per Capita Consumption of Electric Energy b/ (KWh)		Growth of Manufacturing Industry b/ (Average annual rate)	
		Net Installed capacity a/ (1000 KW)	Production <sup>a/</sup> (Million KWh)	Share in total Electricity Production b/ (Per cent)		1960-5	1980	1960	1980	1960-5	1980
	1980	1980	1980	1960	1980	1960-5	1980	1960	1980	1960-5	1980
COSTA RICA	2227	445	2130	89.7	95.6	8.5	12.1 (3.1 in 1979)	355	944	9.2	0.8
EL SALVADOR	1589	244	1116	94.8	70.2	10.9	0.1 (6.7 in 1979)	99	330	10.7	-15.5
GUATEMALA	1970	125	315	44.8	16.0	9.8	2.9 (10.9 in 1979)	74	271	7.1	6.0
HONDURAS	800	110	563	17.6	70.4	14.0	- (3.0 in 1979)	47	215	6.4	5.6
NICARAGUA	988	103	398	27.8	40.3	10.7	2.3 (-18.1 in 1979)	125	366	14.2	22.4
PANAMA	1947	256	800	7.7	41.1	14.0	9.2 (12.4 in 1979)	221	1007	12.6	4.0

**Sources:** a/ 1980 Yearbook of World Energy Statistics, Tables 47 and 49  
b/ 1981 Anuario Estadístico de América Latina, Tables 61, 62, 63 and 64.

**Note:** - Total electricity production in the sub-region includes thermal, and geo-thermal sources.  
- The high per capita consumption of electricity in Panama is due mainly to the operations of the canal.

### III. GENERAL ASSESSMENT OF ACHIEVEMENTS AND IMPACT

#### A. National Level

75. The achievements of some of the projects have already been mentioned under Performance and Outputs in the preceding chapter. Despite budgetary constraints and other impediments beyond project control, many of the projects have achieved most of their expected short-term objectives; but relatively few their long term goals. There are various factors, operating singly or in combination, which have and continue to dictate the extent to which a particular technical co-operation supported programme has influenced the social and economic development process in individual countries. Among these are the actual economic and political situation of the country, and the nature of the problems addressed by a given programme. With regard to the latter, some problems such as poverty, containment of population growth and self-sufficiency in trained man-power require long sustained efforts well beyond the life of external support.

##### a. National capability in policy formulation and planning

76. United Nations technical co-operation support in these areas has been directed at those institutions charged with the evolution of national development plans and programmes, principally the ministries of planning or their equivalent and those responsible for generating basic data on social and economic variables for input into development policies and plans. Support has taken the form of either direct participation in the planning and programming process through which there has been informal transfer of skills, or the training of nationals to increase the capacity and technical capability of these institutions.

77. The results of sustained effort on the part of governments with the United Nations technical assistance can best be appreciated from the fact that:

- i) many of the national planning institutions are now much better placed with regard to the formulation of development plans, so that these require external assistance only in those areas for which they have as yet no capability or trained manpower.
- ii) there is an increased coherence and balance in development plans, and therefore an increased awareness of the interdependencies between social and economic sectors, which owe to efforts made in the gathering, analysis and interpretation of related variables, and their utilization in the formulation of development policies and programmes.
- iii) a number of the countries have embarked on administrative reforms, including reforms in legal and other institutional frameworks, aimed at improving the overall performance of government programmes.

78. An important development in this connexion is the action taken by such countries as Costa Rica, Guatemala, Honduras and Panama to have a special unit charged with the co-ordination of international technical co-operation assistance and to have requested the assistance of UNDP for this purpose. These units also handle TCDC matters. It reflects a more progressive attitude towards optimizing on technical assistance and helping other developing countries experiencing similar development problems.

79. It is noted that national institutions are playing an increasingly fuller role as executing agencies of some of the activities connected with institutional



improvements or planning. In some of these projects the UN executing agency has served mainly as a facilitating or advisory institution. It is a sign of self-reliance which is a basic objective of technical assistance in this area.

b. Mother-child and family planning

80. This is an area in which, inter alia, a considerably long period has to be allowed before meaningful results and lasting impact can be seen. Programmes supported by the UNFPA from the early 1970s are just now beginning to show significant country-wide impact on population growth, such as in Costa Rica and Panama, where there has been significant decline of the rate of natural population increases. In El Salvador and Honduras MCH/FP services are extending further into remote areas. Already in 1978 about 19 per cent of the target population in El Salvador had been provided with family planning services. In these countries there is an increased use of government health services by rural communities and this has considerably reduced infant and child-birth mortality, as was previously stated.

81. The success of these programmes is due in a large measure to the parallel approach employed; on the one hand, the training of a core group including paramedical teams, and the development or expansion of MCH/FP infrastructures and on the other community involvement in contributing to the programme. Efforts in building and strengthening of institutions have resulted in some countries requiring UNFPA support more in extending the coverage than in planning and organizing these programmes.

82. The initial efforts in drawing up comprehensive MCH/FP programmes resulted in securing the active co-operation of other national and international institutions in these programmes in a co-ordinated manner, and in utilizing part of the UNFPA support for co-ordinating the efforts of NGOs active in family planning, was carried out by a country in the region. Through co-ordination it has been possible to channel resources where most needed and to avoid duplication. In this context the United Nations technical assistance has served as an important catalyst.

c. Improving the standard of living of the population

83. United Nations technical assistance in these areas has focussed mainly on studying demographic and economic variables to provide basic inputs into development policies and programmes. Included among the activities have been special programmes on women and development, research into factors connected with poverty including income generation and distribution and into overall population characteristics and trends.

84. Perhaps a very first measure of achievement and impact is the creation of population units under the ministries of planning or independent Commissions/Councils in at least four of the countries studied. One of the purposes of these units is to ensure the incorporation of population factors (variables) in development plans and programmes. Institutions dealing with the collection of statistics have been strengthened through the creation of a sub-section to handle population matters through special training. These are important achievements which will hopefully lead to significant improvements in the evolution of national development programmes.

85. In addition to increasing the pool of trained manpower in this area, some of the results emerging from investigative studies, data gathering and analyses

in connexion with population and housing, poverty and employment, and generally from demographic and economic variables are being utilized in projections of tax reforms and in development plans. The critical poverty project in Panama is particularly of interest because it has revealed other variables which heretofore were receiving little attention in development policies and programmes, including the country's social security policy and system. The project carried out an in-depth investigation into a broad range of demographic and economic factors contributing to poverty. In our view this project could serve as a useful model for countries in this and other regions having similar problems and a potentially good base for enhancing TCDC.

86. Programmes aimed at developing and increasing the participation of women in the development process are recent so that their impact is difficult to assess but if the present trend continues, satisfactory progress can be expected.

d. Development of national TCDC potential

87. Efforts to develop and strengthen the technical capabilities of national institutions and the experience gained from the various technical assistance supported activities, have enhanced the potential for transfer of skills and knowledge among the countries of the sub-region as well as between these and other parts of the world having similar problems or development goals. For example, while an official of the office of Statistics and Census of El Salvador assisted the Government of Belize in installing and demonstrating the use of two software packages, El Salvador was receiving the help of four Panamanian nationals involved in a similar UNFPA supported project in their country to establish a documentation centre, and undertake an analysis of recent demographic trends.

88. But while national skills and experience have been steadily building up, it is not evident that these are being exploited to the fullest extent possible within the context of TCDC, except where regional projects are providing the necessary mechanisms, such as ICAP and PEICA. As already noted earlier, there is a need to work out a strategy which will increase the exchange value of UN supported national activities. Seminars, workshops and study tours are not enough in themselves. Also included should be the use to a greater degree of national skills in bi-lateral and multi-bilateral projects monitored by DTCD.

B. Regional Level

89. United Nations technical co-operation at this level has focussed on three main areas:

- i) catalyzing and strengthening mechanisms for horizontal co-operation between the countries of the sub-region, and vertical co-operation at intra and inter-regional levels;
- ii) applied research/studies into problems of common interest to the sub-region with a view to providing governments with basic information for solving these, and;
- iii) co-ordination and back-stopping of national projects.

90. It will be seen from the discussion below that the achievements and general impact of some of the activities supported by United Nations have been quite impressive, even though support in these areas will be needed for some time to come.

a. Horizontal and vertical co-operation

91. United Nations technical co-operation played an important role, first, in the identification of development issues requiring co-operative action, and secondly, through advice and assistance in establishing institutional mechanisms for co-ordinating and carrying out specific programmes. Some of these institutions were mentioned in paragraph 3 to which should be added COMENER and OLADE (on energy), CELADE (on demography), and FLACSO (on social and economic sciences).

92. As a further encouragement to strengthen the bonds between the countries, and in addition to institutional development, technical assistance has been channeled to specific programmes in priority areas determined by the co-operating countries. Today, the stature of institutions like FLACSO (in which the UN was involved from as far back as 1957) and ICAP (which was created in 1954 first as "La Escuela Superior de Administración Pública en América Central (ESAPAC)" at the initiative of Costa Rica, El Salvador, Guatemala and Nicaragua with UN support) are without doubt, a fair example of fruitful co-operation between these countries and the United Nations. Today the two institutions are providing valuable advice to member and other countries of the region. Through the work of ICAP there is now a more uniform approach in the public administrative structures and practices, which is basic to horizontal co-operation. The concentration of FLACSO on social and economic issues, as much from the academic point of view as in aiding the governments of the region to analyse and take appropriate measures to improve these sectors, has contributed decisively to enhancing co-operative action.

93. With regard to physical integration, a good example is to be found in the energy programme (PEICA) whereby under Module II: Regional Electrical Interconnexion, the countries have taken a further step by establishing a special council "El Consejo Eléctrico de América Central (CEAC)" and interconnexions are already under way between Costa Rica, El Salvador, Honduras, Guatemala and Nicaragua.

b. Research and training

94. Particularly commendable are the joint research and training programmes carried out by ICAP and FLACSO. Today most of the directive personnel administering public and private institutions at national and sub-regional levels have gone through ICAP. The fact that graduates from this institution have been exposed to and imbibed common administrative thought processes, methodologies and skills, has had direct bearing on facilitating the harmonization of administrative structures. FLACSO's post-graduate programme in social and economic sciences had trained over 500 graduates by 1977 most of whom had been absorbed in various academic institutions, and in public and private services especially in connexion with conceptual work.

95. With respect to research, especially problem oriented investigations, two studies carried out by ICAP under project RLA/74/056 have had significant impact. The first concerned an analysis of the manpower situation, with particular reference to public administration, which led to the re-orientation of national training policies and massive, deliberate training programmes. The other study concerned inter-organization relations vis á vis development programmes with a view to improving organizational structures and co-ordination at various levels. The impact is evident from administrative reforms now under way (Costa Rica, Guatemala, Honduras and Nicaragua) and from requests to ICAP by individual countries to undertake special studies or provide further advice in this connexion.

96. FLACSO has undertaken several action oriented investigations in social and economic spheres. In this it has co-operated closely with "El Consejo Latinoamericano de Ciencias Sociales" (CLACSO, which is an NGO) and CELADE. Results of these investigations have been provided directly to governments and/or published.

c. Development of self-reliance and TCDC potential

97. The areas discussed above, including co-operation in banking under BCIE and economic integration under SIECA are clearly a demonstration of TCDC between these countries. As already mentioned, UN technical assistance at this level, and even in some of the national activities, has been catalytic in either giving rise to national initiatives or in cementing existing co-operation in specific and strategic development sectors. It is to be admired, for example, that the Nautical School in Panama already anticipates the full participation of the other countries of the sub-region in maritime training.

98. Existing joint programmes and some of the national experiences have generated a significant data base for social and economic development planning. It is however only in the current regional programme cycle that a determined effort is being made to make this information available to countries not participating in one or other programmes. <sup>27/</sup> This out-reach orientation will promote the exchange value of these programmes and in this way serve as a further incentive to technical co-operation between the countries. CEPAL/Mexico sub-regional office could play a significant role in this respect. The office has published a number of technical reports based on investigations supported by it. However, this office does not participate in any marked degree in developing national programmes. Consultations between CEPAL and UNDP Resident Representatives offices have been more on an informal basis. To reinforce this type of co-operation between these two bodies the office will of course need additional resources to be able to effectively disseminate results of country and regional projects. See also JIU/REP/80/13.

99. It is noted that SIECA and BCIE have now developed to a point where it would be advantageous to develop and strengthen co-operation with other economic institutions outside the region. In particular, economic co-operation links should be forged between these institutions and the European Economic Community (EEC) including Portugal and Spain, Latin American Common Market, the Council for Mutual Economic Assistance (COMECON), and the Caribbean Community (CARICOM). The participation of DTCD in one capacity or another could be advantageous in this effort.

---

<sup>27/</sup> DP/RLA/2 of 3 December 1982, paragraph 18.

#### IV. SUMMARY OF MAIN CONCLUSIONS AND RECOMMENDATIONS

##### A. Conclusions

100. United Nations technical co-operation with the countries of the Isthmus of Central America goes over a period or more than 20 years in practically all development sectors both at national and regional levels. In this study the Inspectors concentrated their attention on two main areas: development of national and regional institutional frameworks for policy formulation, planning and programme management, and on population. These were considered critical: to the social and economic development process and to the socio-economic and political stability of the region. Improvements in the two areas are a prerequisite to healthy regional economic interaction and to a realistic, physical and economic integration. The following conclusions are based on projects studied and which have been supported with UNDP and UNFPA resources. (See Annex III).

101. The evolution of national and regional programmes has improved considerably over the past few years with more attention being given to the real needs of the region, the feasibility, the co-ordination and the development of technical capabilities of national and regional institutions; more especially in public administration and economic development than in the social sectors. The social and economic sectors are mutually supportive and this dictates the need for a more balanced development programme conception. (See paragraphs 15, 17, 53 and 55). The development of hydroelectricity needs to be more rationalized to avoid over-investment and the diversion of available financial resources. (See paragraphs 72-74). The needs based programmatic approach has been instrumental in the mobilization and the co-ordination of other external resources including bilateral, multilateral and non-governmental. (See paragraph 59).

102. Operational difficulties have stemmed mainly from a short-fall of resources on the part of UNDP and UNFPA, and more seriously from deficiencies in counterpart contributions. With regard to the latter this has been either due to the country's economic situation, adherence to the schedule on inputs, rapid turn-over of counterpart personnel, or the quality and number of counterparts and other exogenous factors. It is a situation to which the countries need to give very serious consideration. In all cases it has led to project extensions and/or a decrease in the delivery of UN technical assistance, or the curtailment of some projects. (See paragraphs 20, 23-25).

103. Many of the projects have achieved their immediate goals, and a few their long-term objectives; some have operated under difficulties. The partial success achieved is due to improved project planning, particularly in the more recent projects. Efforts in the development of institutional capacity and technical capabilities have made it possible for governments to take an increasing responsibility in the execution of UN-supported projects, which is a measure of self-reliance. Similarly, some national institutions have been able to extend technical advice and/or services to others in the sub-region, which is a positive development complement to the task of TCDC. (See paragraphs 39, 41-42, 79, 87-88, 91-92).

104. There is an evident need to increase effort in training and to monitor the progress of fellows and others trained on projects. Governments needs also to provide the necessary incentives, not only in terms of remuneration but also stability, career opportunity, etc. in order to reduce "brain drain". At the same time, national manpower inventories need to be developed and maintained.

This would facilitate the selection of counterparts and avoid total dependence on external expertise. (See paragraphs 27, 29-30, 44-47).

105. With regard to equipment purchased under projects, including data processing equipment, attention has not always been given to subsequent use and utility, maintenance, servicing and availability of replacement parts or to greater utilization of existing equipment. Linked to this is the need for more careful monitoring of the use of transport equipment acquired under projects. In both cases efforts should be made to minimize unnecessary extra burden to governments. (See paragraphs 28, 32-33).

106. The success so far, of joint programmes undertaken by the countries, explains clearly the need for more regional projects, including pilot projects on problems of a common nature, with a view to strengthening existing programmes and to developing new areas of co-operation between these countries. In this context an effective mechanism for the dissemination of experiences gained from national and regional projects which goes beyond seminars, workshops, study tours, etc. for both national and regional projects needs to be instituted. This task should preferably be carried out in a joint effort, with the CEPAL/Mexico sub-office. (See paragraphs 85, 91-98).

## B. Recommendations

### Recommendation No. 1

107. The International Community should react more positively to calls by the United Nations General Assembly and the Governing Council of the UNDP to ensure that adequate resources are available for programmes supported by the UNDP and the UNFPA, and that this should be maintained under constant review.

### Recommendation No. 2

108. While on-going and emerging national and regional programmes are increasingly needs-based:

- a) Every effort should be made to ensure balance between programmes aimed at social development and those aimed at economic development;
- b) programmes should stress inter-sector relationships and linkages in order to minimize compartmentalization between development sectors; and
- c) countries should exploit every available opportunity for joint programmes including pilot projects to reinforce mutual co-operation and to enhance the harmonious development process of the region.

### Recommendation No. 3

109. In line with the policies of the United Nations system for countries to assume more responsibility for the execution of technical assistance supported projects:

- a) a deliberate effort must be made to speed up the pool of trained manpower at technical and professional levels. The training component in projects should therefore be increased;
- b) the selection of counterparts, fellows, and of participants in specially organized courses should be done with greater care, and a mechanism for monitoring those trained should be developed and kept up-to-date;

- c) once identified, counterparts should as much as possible continue with the project and turn-over should be reduced to a minimum;
- d) countries should carry out and institutionalize inventories of trained manpower in all development sectors and specialities; and
- e) employment policies and practices should aim at maximizing on trained manpower, more so specialized manpower resources and at the same time reducing "brain drain" to a minimum.

Recommendation No. 4

- 110. a) The type and conditions attached to the acquisition of sophisticated project equipment should be carefully studied to ensure continued utility long after the termination of external support. The acquisition of highly technical equipment should be the object of consultation between all interested sectors before arrangements for purchase are finalized.
- b) As a measure of cutting down on project expenditures the purchase and use of project vehicles should be carefully monitored, and use of this equipment should be limited to project duties. This will serve also to reduce overall project expenses.

Recommendation No. 5

- 111. A mechanism to ensure the effective dissemination of experiences gained from United Nations technical co-operation projects should be developed and implemented; and an updated review should be made available to all countries in the region.

ANNEX I

SUMMARY BY SECTORS OF THE UNDP ASSISTED PROJECTS IN THE ISTMUS COUNTRIES AS APPROVED IN SEPTEMBER 1982

(IN US DOLLARS)

SECTOR \ COUNTRY	BELIZE		COSTA RICA		EL SALVADOR		GUATEMALA		HONDURAS		NICARAGUA		PANAMA		No. PROJECTS	SECTOR TOTAL	
	UNDP	GOVT.	UNDP	GOVT.	UNDP	GOVT.	UNDP	GOVT.	UNDP	GOVT.	UNDP	GOVT.	UNDP	GOVT.		EST. BUDGET	
																UNDP	GOVT.
General dev. issues policy and planning	699213	-	842552	147616	1809492	4257370	1383893	372808	2071516	1364761	2315905	113200	2222624	1557184	26	11345195	7812939
Natural Resources	347108	107525	101578	12000	2062755	909760	137774	442625	662901	724732	319848	217600	-	-	8	3631964	2414242
Agriculture, Forestry and Fisheries	153754	-	811185	-	743706	584230	499107	591600	2047582	2461504	742415	-	1314000	1132744	15	6311749	4770078
Industry	-	-	113360	5270	752310	292480	797127	5263	1844553	2442048	648289	-	103250	-	20	4258889	2745061
Transport and Communications	12200	1250	218384	3588	1225846	599460	565620	164356	846156	2407600	-	-	466071	1699972	12	3334277	4876226
International Trade and Development Finance	-	-	99700	-	410000	198740	462110	38000	-	-	335670	391200	344254	-	6	1651734	627940
Health	-	27000	-	-	399415	-	-	-	350000	1160398	-	-	-	-	3	749415	1187398
Education	-	-	35374	424	585525	-	875395	471893	102500	145500	589318	3933530	-	-	7	2188112	4551347
Employment	-	-	-	-	-	-	-	-	624482	1360033	1045543	1221130	1064461	728545	5	2734486	3309708
Social Conditions and Equity	256028	69737	-	-	-	-	-	-	-	-	-	-	50363	-	2	306391	69737
Culture	-	-	-	-	-	-	-	-	-	-	-	-	224000	296080	1	224000	296080
Science and Technology	-	-	-	-	-	-	-	-	250000	629740	-	-	175929	646200	2	425929	1275940
COUNTRY TOTAL	1468303	205512	2222133	168898	7989049	6842040	4721026	2086545	8799690	12696316	5996988	5876660	5964952	6060725 <sup>1/</sup>		37162141	33936696
No. of Projects	6		12		14		14		22		21		18		107	35058141	36040696 <sup>2/</sup>

SOURCE: UNDP Compendium of Approved Projects No. 13, (1983).

<sup>1/</sup> Without adjustment

<sup>2/</sup> With adjustment relative to Government Programme cost-sharing amounting to US Dollars 2,104,000.

NB Includes recently completed, on-going and new projects (covering the period 1975 to 1986 as at date given above).



ANNEX II

SUMMARY BY SECTORS OF INTER-AMERICAN DEVELOPMENT BANK APPROVED TECHNICAL CO-OPERATION PROJECTS IN THE ISTEMUS COUNTRIES, 1976 TO APRIL 1983 INCLUSIVE  
(IN US DOLLARS)

SECTOR \ COUNTRY	COSTA RICA		EL SALVADOR		GUATEMALA		HONDURAS		NICARAGUA		PANAMA		NUMBER OF PROJECTS	SECTOR TOTAL BUDGET	
	IDB	TOTAL	IDB	TOTAL	IDB	TOTAL	IDB	TOTAL	IDB	TOTAL	IDB	TOTAL		IDB	TOTAL
Agriculture	3181300	3781600	3910500	4719500	3544175	4072175	3663090	4577090	2614100	3236100	2873750	4024250	87	19786915	24410715
Industry	68000	68000	246600	260600	320000	445000	1588000	2101000	-	-	555500	785500	22	2778100	3660100
Electric Energy	4459800	5665800	28900	28900	17000	17000	1500000	2620000	1048200	1441200	1917000	2985700	14	8970900	12785600
Transport	185000	300000	150000	165000	286000	360000	112900	122900	1090000	1090000	19000	19000	9	1842900	2056900
Public Health	-	-	620000	800000	1564282	1818282	1582000	1807000	744500	844500	850000	1155000	19	5360782	6424782
Urban Development	180000	225000	-	-	110000	120000	100000	110000	-	-	100000	300000	7	490000	755000
Education	542000	636000	994533	1026533	604400	604400	855340	885340	120000	208000	682800	912800	21	3799073	4273073
Tourism	-	-	-	-	-	-	8400	8400	-	-	502000	586000	4	510400	594400
Planning Support	969000	1785000	600000	900000	-	-	390000	450000	1100000	1200000	68000	83000	11	3127000	4418000
Multisectoral 1/	11442800	16500400	4600000	6100000	40000	40000	3165000	4165000	6839400	8550000	13910700	20900700	31	39997900	56256100
Others 2/	464000	1073800	570500	1154300	479000	1099800	736140	1198940	453000	503000	736000	1420400	20	3438640	6450240
TOTAL	21491900	30035600	11721033	15154833	6964857	8576657	13700870	18045670	14009200	17072800	22214750	33172350		90102610	122057910
No. of Projects	43		27		37		61		26		51		245		

SOURCE: Extracted from computer print-out provided by the IDB, 13 April 1983; data for Belize not immediately available.

1/ Includes pre-investment studies, planning, etc.

2/ Includes missions, inter-country co-operation activities, short duration institutional support, finance, etc.

ANNEX III

List of Recent and On-going UNDP and UNFPA funded-Technical Co-operation Projects in the Isthmus  
Countries of Central America <sup>a/</sup>

COUNTRY	PROJECT NUMBER	PROJECT TITLE	EXECUTING AGENCY	DURATION	ACTUAL ESTI- MATED CON- TRIBUTION <sup>b/</sup> (In US Dollars)
<u>UNDP-funded Projects</u>					
BELIZE	BZE/79/001	Energy Development	DTCD	1979-82	347108
COSTA RICA	COS/77/004	Implementation of National Development Plan	DTCD	1977-83	438758
	COS/78/002	Support to Administrative Reform	DTCD	1978-82	246794
	COS/81/001	Planning and Development of Energy Resources	DTCD	1981-85	264100
EL SALVADOR	ELS/78/005	Master Plan for Development and Multiple use of Water Resources	DTCD	1978-83	1034862
	ELS/78/010	Strengthening of the Planning System	DTCD	1978-82	1257674
	ELS/78/011	Modernization of the Administration of Finance and Budget	DTCD	1979-81	376500
	ELS/82/001	Administrative Reform	DTCD	1982	44636
	ELS/82/005	Planning and Administration of Development (Phase II of ELS/78/010)	DTCD	1982-83	533945
GUATEMALA	GUA/80/001	Support to Planning, Information and Public Sector Management	DTCD	1980-83	1383893
	GUA/81/002	Planning of Energy	DTCD	1981-82	32609
	GUA/81/003	Development of Petroleum and Energy Resources (Phase II)	UNDP	1981-82	105165
HONDURAS	HON/76/002	Strengthening of Public Sector Management	DTCD	1977-82	317816
	HON/82/016	Technical Co-operation Among Developing Countries (TCDC)	UNDP	1982-86	758000
NICARAGUA	NIC/80/021	National Energy Plan	DTCD	1981-83	321700
	NIC/81/005	Technical Support for Development Process	UNDP	1981-82	306107
	NIC/81/013	Strengthening of the Planning System	DTCD	1982	488525

COUNTRY	PROJECT NUMBER	PROJECT TITLE	EXECUTING AGENCY	DURATION	ACTUAL ESTI-MATED CON-TRIBUTION b/ (In US Dollars)
PANAMA	PAN/81/004	Planning of International Technical Co-operation Nautical School, Panama Critical Poverty Regionalization of SENAFORP and Self-Employment Planning, Co-ordination and Management of Regional Development	DTCD	1981-86	267891
	PAN/81/005		IMD	1981-86	334199
	PAN/81/006		DTCD	1981-82	50363
	PAN/81/009		ILO	1982-84	520473
	PAN/82/001		DTCD	1981-84	806620
<u>UNFPA-funded Projects</u>					
BELIZE		Population and Housing Census	DTCD	1978-82	151441
COSTA RICA	COS/72/PO1	Integrated Family Planning and Sex Education Programme	CONAPO <sup>c/</sup>	1974-79	2875093
	COS/79/PO1	Research and Training in Population and its Relationship with Economic and Social Development Policy	GOVT/ DTCD	1979-84	13880
	COS/82/PO1	Maternal Child Health and Family Planning	CONAPO	1983-85	599998
EL SALVADOR	ELS/74/PO1	Integrated Maternal Child Health and Family Planning	Pop.Council GOVT/WHO/ PAHO	1975-85	4852579
	ELS/77/PO2	Establishment of Rural MCH/FP Training Center	GOVT	1982	120401
	ELS/78/PO1	Population and Housing Census	DTCD	1979	711146
	ELS/78/PO4	Formulation and Evaluation of Population Policies	DTCD	1982-84	255350
	ELS/82/PO1	Training Programmes in Population Data Processing	GOVT	1982-83	6750
	ELS/82/PO2	Curriculum Planning for Education in Population	UNESCO	1982-84	72438
GUATEMALA	GUA/79/PO2	Study of Human Resources, Human Settlements and Internal Migrations in Baja Veracruz	GOVT	1980-81	21000
	GUA/79/PO3	Analysis of Population Employment and Employment Situation in Regard to Socio-Economic Planning	ILO	1980-83	550429
	GUA/79/PO4	Population and Housing Census	DTCD	1980-83	644555
	GUA/79/PO5	Maternal Child Health and Family Planning Services	WHO/PAHO	1979-83	2273000
	GUA/79/PO8	Population Education Programme for Rural Women	FAO	1980-81	755000

COUNTRY	PROJECT NUMBER	PROJECT TITLE	EXECUTING AGENCY	DURATION	ACTUAL ESTI- MATED CON- TRIBUTION b/ (In US Dollars)
HONDURAS	HON/77/PO1	Expansion and Strengthening of MCH/FP Services	WHO/PAHO	1977-83	1547617
	HON/78/PO2	Vital Statistics and Civil Registration	DTCD	1978-82	5000
	HON/78/PO3	Assistance in Demography (Training in Demography)	DTCD	1978-82	721000
	HON/78/PO4	Population Education Component in National Out- of-School Education Programme	UNESCO	1979-82	406394
	HON/78/PO6	Population and Housing Census	DTCD	1978-84	629065
	HON/78/PO8	Establishment of a Population Unit in the National Economic Planning Council	DTCD	1979-83	404650
	HON/81/PO1	Support for Primary Education Programme at the Primary and Secondary School Level.	UNESCO	1981-84	255580
NICARAGUA	NIC/78/PO1	In-School and Out-of-School Population Education and Communication Programme	UNESCO	1978-83	354300
	NIC/79/PO1	Expansion and Improvement of MCH/FP Programme	WHO/PAHO	1979-84	708800
	NIC/79/PO3	Intensive Course in Demography and Demographic Analysis	GOVT	1980-81	22651
	NIC/81/PO1	Population and Housing Census	DTCD	1979-82	387418
PANAMA	PAN/78/PO2	Extension of Maternal Child Health and Family Prog.	WHO/PAHO	1978-84	2046062
	PAN/78/PO1	Strengthening Capacity of Population Department, Min. of Planning and Econ. Policy	GOVT/DTCD	1978-83	229346
	PAN/79/PO1	Population and Housing Census	DTCD	1979-81	247559
	PAN/79/PO3	Research Study on Growth of Panama City Metropolitan Region	GOVT/DTCD	1980-83	36334
	PAN/80/PO1	Training Support to National University School of Nursing (Sub-programme of MCH/FP)	WHO/PAHO	1981-84	110000
<u>REGIONAL PROJECTS</u>	RLA/76/012	Central American Energy Programme (PEICA), Phase II (Follow-up to RLA/74/056)	DTCD	1977-83	1139864
	RLA/77/018	Critical Poverty in Latin America: Situation and Analysis of Policies	ILO	1976-82	1323152
	RLA/78/001	Facultad Latinoamericana de Ciencias Sociales (FLACSO)	UNESCO	1978-83	1176757
	RLA/78/004	Consejo Latinoamericano de Ciencias Sociales (CLACSO)	UNESCO	1979-82	848649

	PROJECT NUMBER	PROJECT TITLE	EXECUTING AGENCY	DURATION	ACTUAL ESTI-MATED CON-TRIBUTION b/ (In US Dollars)
<u>REGIONAL PROJECTS</u>	RLA/79/006	Regional Employment Programme for Latin America and the Caribbean (PREALC)	ILO	1979-83	3604295
	RLA/79/017	Assistance to the Central American Institute of Public Administration (ICAP)	DTCD	1979-84	1158166
	RLA/81/801	Assistance for Design and Manufacture of Axial Flow Water Turbines in Latin America	UNIDO	1981-82	74600
	RLA/82/001	Assistance to the Latin American Centre for Administration and Development (CLAD)	DTCD	1981-84	863915
	RLA/74/PO8	Regional Population Communication Sectoral Programme UNFPA Support to PREALC (dates back to 1976; figures shown for current cycle).	UNESCO ILO	1974-83 1982-83	1956723 600000

Sources:

- Project Documents supplemented with information from:
- UNFPA Country Briefs (Costa Rica, El Salvador, Guatemala and Nicaragua).
  - UNDP Compendium of Approved Projects, September 1982
  - UNDP, RR, El Salvador: Report of Development Co-operation 1982
  - UNFPA Inventory of Population Projects 1981/82.
  - UNDP, RR Office Information on Development Projects in Nicaragua, May 1983.

- a/ Includes only those projects examined and/or inspected for the purpose of this report. See Paragraph 6 of the report.
- b/ Information on Counterpart contribution and on other external sources was not complete or immediately available for inclusion in the Annex.
- c/ National Population Committee, Costa Rica.

