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SUPPORT

PROGRAMME PLANNING  
COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

Implementation of selected country programmes in Latin America and the Caribbean

Report of the Administrator

Summary

This report is prepared in accordance with Governing Council decision 81/15, which calls for the submission of an annual progress report on the implementation of the various country programmes, highlighting the significant developments in selected programmes.

## Introduction

1. The main features characterizing the economic and social situation of Latin America and the Caribbean in 1985 were fragile growth in economic activity concentrated in only very few countries, accentuation of inflation and deterioration of external and social sectors. A great awareness of the impact of the debt issues on long-term economic and social development strategies also emerged in various circles. The Governments of the region intend to avoid the dichotomy of debt repayment and economic growth by emphasizing the reactivation of their economies. The need to supplant short-term measures with a development, trade and growth strategy is a prevailing view in the region. The need to focus on economic reactivation was also clearly articulated by the Governments in the last General Assembly session, as well as in a number of other meetings, such as those of the Cartagena Group, and at the World Bank-International Monetary Fund (IMF) annual meeting held in Seoul.

2. Economic reactivation, debt management and adjustment, as mentioned above, are central preoccupations of the Governments of the region and directly affect technical co-operation for development. At the request of the Governments, UNDP has endeavoured to adjust the country programmes to these new priorities and is sponsoring projects which are innovative and address central priority requirements of the Governments. In this context, it is important to highlight the assistance being provided under cost-sharing arrangements to Argentina on the control and management of debt, particularly with respect to the analysis of policies on foreign indebtedness, and including advisory services on issues pertaining to international capital markets and analysis of the relations between external variables and the behaviour of domestic economic variables. A UNDP/World Bank-executed project is assisting the Government in preparing a large Technical Assistance Loan (TAL) to strengthen the management capacity of the Government. The TAL prepared for Argentina is conceived in such a way as to help strengthen the Government management of the economy, particularly in its efforts to expand exports and improve domestic resource mobilization. The Government formulated an integrated approach that links its stabilization programme to development policy goals.

3. The seventeen programmes being submitted to the Governing Council at its thirty-third session reflect the preoccupations of the Governments with respect to the reactivation of their economies. The impact of the external debt on the socio-economic strategies of the region has played central part in the dialogue with the Governments in defining the priorities of the programme, as well as in the search for alternative development strategies and policies that minimize the socio-economic impact of the adjustment measures and contribute to resumption of growth with equity.

### I. GENERAL OVERVIEW OF THE REGION

4. At the beginning of 1986, budget commitments in the region had reached about \$262 million, or 96.4 per cent of the third cycle IPF resources. Cost-sharing commitments for the third cycle totalled about \$131 million, or 50 per cent of the IPF for the region.

5. Within the context of the prevailing socio-economic reality of the region,

the enhancement of the quality and effectiveness of the programme has continued to be the central concern of UNDP in programme management. In this context, as UNDP embarked upon renewed consultations with Governments for fourth cycle programming, the identification of priority areas to be addressed by technical co-operation were seen as a first step for the improvement of programme and project quality. While a regional diagnosis indicates that public policy, defined in its broadest terms; critical poverty, including employment generation; and science and technology are evident development areas of concentration at the regional level, the specific priority technical co-operation requirements should none the less be interpreted within each national reality.

6. As a follow-up to its Regional Meeting held in Santo Domingo, and in the preparation of the fourth cycle country programmes, the Regional Bureau for Latin America and the Caribbean (RBLAC) instituted a committee for the appraisal of country programmes to oversee the process of formulating these programmes, including the resident representatives' notes. This committee is composed of senior RBLAC staff at headquarters. The committee has reviewed all seventeen programmes now being submitted to the Council and these programmes therefore represent a concerted effort by headquarters and the field to submit adequate country programmes. A project appraisal committee has also been instituted within RBLAC with a view to ensuring improved project quality.

## II. COUNTRY PROGRAMMES REVIEWED

7. In selecting a sample of the country programmes for the present review, namely, those for Barbados, Belize, Cayman Islands, Cuba, El Salvador, Paraguay, Trinidad and Tobago and the Regional Programme, an attempt was made to illustrate varying conditions in which programmes are being implemented in the region. It was also the intention to provide the Council with a perspective of countries at different stages of development, including specific issues related to island developing countries, as well as to provide an overview of the implementation of country programmes in the region. The review of country programmes included in this report is based not only on assessments undertaken within the programming cycle to determine the effectiveness of implementation, it also aims at deriving lessons for the preparation of fourth cycle country programmes.

## III. CONCLUSIONS OF THE REVIEWS

8. Programme implementation was high for most of the programmes reviewed and no major carry-over is foreseen for the next cycle. The level of 1985 commitments for the present cycle reached \$1.5 million in Barbados, \$1.5 million in Belize, \$0.4 million in Cayman Islands, \$5.2 million in Paraguay, \$11.7 million in Cuba, \$9.1 million in El Salvador, \$2.9 million in Trinidad and Tobago and \$39.3 million for the Regional Programme. This represents an average of 94 per cent of total IPF resources for 1982-1986. Mobilization of programme and project cost-sharing resources was a significant feature. In fact, commitments reached \$19.7 million for those programmes. Programme cost-sharing was particularly high in Trinidad and Tobago, reaching about \$11.3 million, compared to an IPF of \$2.5 million. The Government cost-sharing contribution to the programme is a measure of the confidence in the benefits obtained from the programme. The Trinidad and Tobago Government commitment to similar levels of cost-sharing for the fourth country programme cycle also bears evidence of continuing interest and needs.

9. In general, it was found that the majority of the programmes reviewed contributed to the realization of their stated objectives. The 1982-1986 country programme for Barbados had as its main objectives the maximization of economic growth and productive employment opportunities, the increase of economic diversification and economic self-sufficiency, and the formulation of an energy policy. In this context, export promotion, energy and agriculture received over 80 per cent of total IPF resources. The remaining 20 per cent were allocated to planning, administration, and the development of co-operatives. The agricultural sector received the largest portion of IPF funds and these resources were combined with Food and Agriculture Organization of the United Nations (FAO) funds, with a view to strengthening and supplementing policy, planning and management capabilities of the Ministry of Agriculture, the Barbados Marketing Corporation (BMC) and other related institutions.

10. The Government of Barbados has benefited significantly from technical co-operation among developing countries (TCDC). For example, under this programme, national officials have been exposed to various activities in the areas of agriculture, housing and industry through study tours in Argentina, Brazil, Kenya, Costa Rica and other developing countries. Barbados intends to intensify its TCDC activities, both in terms of receiving and giving, during the fourth cycle.

11. The ongoing Belize programme supports national efforts to increase the productive base of the country. Particular emphasis was given to the promotion and monitoring of petroleum exploration and to the co-ordination of pre-investment activities, as well as to the identification of suitable bankable projects. Considerable emphasis was placed on the need to co-ordinate the different sources of technical assistance, multi- and bilateral. Section V of this report provides information of the results achieved by both projects.

12. Third cycle country programme activities in Cayman Islands were geared largely to human resources development. Thus, in keeping with the Government priority of developing national skills, 45 Caymanians were trained through fellowships and in-service training in civil aviation, health, broadcasting, fire services, mechanics, cartography and drafting. Fellowships in physical planning, civil engineering, building technology and electrical engineering, which started in the third cycle, will be carried over into the fourth. Results of training completed have been excellent; fellows performed creditably in their courses and have returned to positions of responsibility in their respective fields.

13. In view of the relatively small IPF, maximum use was made of cost-effective modalities. United Nations system interregional advisers and associate experts were mobilized to provide valuable assistance in petroleum development legislation, water legislation, broadcasting and communications, as well as education and culture. The impact of this creative use of minimal resources is highly appreciated by the Government.

14. The Cuba programme was formulated in accordance with the priorities established in the Development Plan. In general terms, implementation of the third country programme is considered to have been satisfactory and it is expected that the programme will meet most of the objectives established. Particularly significant were results achieved by projects CUB/82/004, Pilot Plant for Laterite Minerals, which facilitated investments for nickel and cobalt production;

CUB/76/005, Central Research Station for Irrigation and Drainage Systems, which established the basis for a more rational exploitation of the hydraulic resources of the country; CUB/81/007, Pasture and Forage Network in Cuba, which undertook successful experiments of forage varieties and developed appropriate technologies for the use of fertilizers; and CUB/77/002, Strengthening of the Finlay Institute for the Production of Biological Products, which supported the Government efforts to meet self-sufficiency in vaccines and reagents required by the National Sanitary System.

15. In Paraguay, the programme focused on human resources development, export development, energy and natural resources. UNDP projects have provided critical inputs for decision-making, namely, formulation of human resources and employment plans, the National Social and Economic Development Plan, the improvement of the State's financial administration, including national accounts, and in developing the country's energy balance.

16. Human resources development received about 50 per cent of resources. In addition to the assistance provided on human resources planning and finance administration, a new forestry engineering career was developed and university teaching programmes in agronomy were improved. Training was provided to agricultural technicians, farmers and livestock breeders, market supply administrators, export and metallurgical entrepreneurs, technicians in charge of the administration of industrial property, and to technicians on navigation and port operations which now administer the Paraguay River. A comprehensive analysis of the energy sector was carried out, thereby providing information to the Government for decision-making and planning, and identification of future needs, including specific technical assistance projects.

17. In El Salvador, the programme identified development objectives in agriculture, industry, construction, education, trade and social and economic planning. The programme, as originally conceived, proved to be overly ambitious and some originally foreseen activities could not be undertaken not only because of the reduction of IPF resources, but also because of political and military factors, discontinuance in Government programmes, and budgetary restrictions stemming from the economic crisis prevailing in the country.

18. Despite these difficulties, a number of projects made significant contributions to the benefit of impoverished sectors of the population, particularly the project oriented to the development of artisanal fishing, and the support granted to development rural communities in the establishment of granaries for farmers. Critical inputs were provided for the formulation of urban and rural housing policies for low- and medium-income families, the implementation of rural pilot projects for self-help in construction and the training of technical staff.

19. Institutional strengthening was provided in the agro-industrial sector; in training in project formulation, management, and quality control for co-operatives; in the initiation of tomato and cassava processing plants and production of charcoal briquettes; and in the establishment of the Food Processing Department of the National School of Agriculture. Assistance was also given in the modernization of industrial property and in the transfer of technology, administrative and legal structures, and in training human resources for the management of these instruments. A data base of technological information was established, thus strengthening the capacity for the negotiation of the transfer of technology.

20. The third country programme for Trinidad and Tobago addressed three objectives: (a) assisting the Government in diversification of the production structure; (b) strengthening technical and physical infrastructure; and (c) environmental preservation. When the programme was designed, the major thrust of UNDP assistance was in transport and communications, which accounted for 31 per cent of total resources. The development of natural resources accounted at that time for 16 per cent of total resources; agriculture, forestry and fisheries, 15 per cent; industry, 17 per cent; general development issues, policy and planning, 10 per cent; while the remaining sectors accounted for the other 11 per cent.

21. Actual implementation was at variance with this sectoral distribution as Government priorities changed and the programme adjusted in response to changing needs. A number of new project proposals could not be initiated including, for example, the Development of the Caroni Swamp Water Resources, and Remote Sensing Technology. However, under the UNDP/World Bank energy sector programme, as well as with some financing under the IPF/general cost-sharing programme, an assessment of the energy sector was undertaken. The report is expected to have an important bearing on the Government energy strategy for the future.

22. In line with the national development objective to strengthen Government decision-making, UNDP assistance was requested to strengthen certain areas of administration, namely, (a) the Law Commission, which benefited from expertise to undertake a comprehensive exercise to codify, classify and draft laws; (b) the issue of a report on national accounts for the period 1963-1985 with implications for economic and financial planning and management (the publication of documents in these areas had been lagging for a number of years); and (c) assistance to the Income Tax Division of the Ministry of Finance to strengthen its audit department.

23. The Government has been giving increased attention to environmental problems, and during the third country programme, three projects were operational in support of this objective, namely, upper watershed management, wildlife resources development and the establishment of environmental standards.

24. It is important to highlight some issues related to programme management in the countries reviewed in this report and measures taken to ensure effective implementation. In the case of Belize, projects suffered from the impact of inadequate counterpart project personnel and delays in payments of the Government cost-sharing contributions. Manpower shortfalls are more severe in Belize due to the small size of the population, compounded by the heavy migration of qualified personnel, and complicated by salary differentials between the private and public sectors.

25. In Paraguay, fluctuations of the exchange rate made the administration of projects difficult; joint activities between UNDP and the Inter-American Development Bank (IDB) experienced some delays due to differences in policies and procedures regarding the flow of funds from IDB to UNDP projects. This issue is under joint review in order to resolve outstanding issues in this case and in other countries where similar difficulties have occurred.

26. In the case of Cuba, highly qualified national counterpart staff with high levels of professional competency and dedication, as well as advisory councils composed of international specialists, contributed significantly to the successful outcome of a large number of projects. The main obstacles to a timely and effective implementation of the programme were: (a) delays in constructing the required infrastructure for projects, caused by a lack of construction materials and an insufficient number of workers assigned to these tasks (e.g., under CUB/74/011, Centre for the Development of Industrial Fermentation and Nutrition); (b) delays in equipment selection and procurement by the parties involved in project execution (e.g., CUB/81/004, Pesticides); (c) the reduction of IPF resources allocated to the planned objectives of the third country programme necessitated the redefinition of project objectives on more realistic terms. The Government is taking measures to ensure that these problems are overcome during the implementation of the fourth country programme. In this regard, it is important to note that the National Development Plan has made provisions for the required counterpart resources so that infrastructure and personnel are available in a timely manner.

27. In Trinidad and Tobago, delays were experienced in obtaining Government approval at different stages; at times this created lost opportunities and less efficient and effective implementation. In order to overcome this problem, the UNDP office in Trinidad and the co-operating Government agency, the Ministry of Finance and Planning, have together instituted a system of monthly review meetings, which provide an opportunity to resolve outstanding difficulties and to expedite decisions whenever possible. In response to the problems caused by poor project design, both UNDP and the Government are collaborating even more closely with United Nations agencies, especially those represented in Port-of-Spain, to plan projects within more realistic time frames and to establish realistic project goals.

#### IV. REVIEW OF INTERCOUNTRY PROGRAMME

28. The regional programme for the third cycle was conceived within the framework of the Programme of Regional Action for Latin America and the Caribbean in the 1980s, adopted by the member countries of Economic Commission for Latin America and the Caribbean (ECLAC) in 1980. The reduction of the regional IPF from the basis on which the programme was formulated (\$76.5 million) to the final figure of \$37.5 million, which was actually available for the implementation of the programme, limited its capacity to adjust to the emerging needs of the social and economic crisis faced by the countries of the region.

29. The principal characteristic of the programme was its ample coverage of objectives and sectors. During the period 1982-1986, 131 projects were implemented. This ensured a strong presence of UNDP-sponsored activities in several aspects of regional development; UNDP also served as a catalyst and, in some cases, provided critical inputs for the implementation of projects of major importance. The regional programme for the fourth cycle, which is now under formulation is drawing from the experiences and lessons learned in the implementation of the third cycle and provisions are being made to overcome past problems.

30. Within the framework of the Caribbean Community (CARICOM), projects were executed with good effect in support of subregional economic integration. Of the resources of the programme employed in the subregion, 67 per cent were allocated

to the areas of public policy and development planning. In particular, the projects RLA/82/004, Inter-Agency Resident Mission, and RLA/84/004, Centre for Administrative Development, were very successful in this regard. RLA/81/010, Caribbean Project Development Facility, was successful in identifying and promoting suitable private sector investment projects.

31. In Central America, the Institute of Public Administration co-operated with the Governments in the development of human resources and the research and diffusion of public sector management techniques through RLA/79/017 and RLA/85/005, Assistance to the Central American Institute of Public Administration. At the same time, RLA/81/013, Assistance to the Latin American Institute of Economic and Social Planning (ILPES), concentrated on activities in the subregion designed to strengthen the planning process and to lay the basis for more effective policy formulation.

32. Action is undertaken to strengthen investment activities in rural development through RLA/79/008, Assistance to the Preparation of Agricultural and Rural Development Projects in Central America and Panama, and assistance was given to the Central American Bank for Economic Integration (CABEI) for mobilizing resources for its social sector portfolio through RLA/83/027, Regional System for the Promotion of Social Development Projects.

33. The Secretariats of three groups benefited from institutional and administrative support projects in the elaboration of studies and the preparation of programmes; they were the Latin American Integration Association (ALADI), which was assisted by RLA/82/006; the Andean Group, assisted by RLA/76/007; and the Latin American Economic System (SELA), assisted by RLA/79/016 and RLA/84/002. This orientation of projects towards important activities of regional institutions is critical for their functioning.

34. The Governments of the region are generally aware that the UNDP country programmes constitute an invaluable instrument to deal with their present economic difficulties and to recapture the pace of development. They also believe that the regional programme should be regarded as an instrument of comparable importance for co-operation and integration. This suggests that it is necessary to expand their participation in the formulation and execution of projects. In terms of the modalities for execution, emphasis will be given to an increased role for TCDC. Intra-regional co-operation in Latin America and the Caribbean will occupy a predominant place in the programme. The promotion of networks would provide the region with a body of qualified expertise in priority sectors. The success achieved in this regard under RLA/78/024, Biological Sciences, should be examined closely in order to apply its more important lessons to other areas. Furthermore, the participation of the private sector in the activities carried out by UNDP, including participation through the provision of cost-sharing, under RLA/77/015, Capital Goods, and RLA/81/010, Caribbean Project Development Facility, provided the basis for the incorporation into the programme of important new factors from the private sector, including entrepreneurs and technologists.

#### V. REVIEW OF PROJECTS

35. In this section, a brief account is provided of a sample of projects illustrating results achieved and problems encountered in execution.



36. The Government of Barbados has identified export promotion as a priority area for UNDP action. In this regard, the assistance provided to the Barbados Export Promotion Corporation (BEPC) under project BAR/82/002, was successful in computerizing its operations, training an overseas trade representative and establishing a design centre to upgrade garment design. It is envisaged that with the provision of additional training and computerization of its operations, BEPC capacity to serve Barbadian manufacturers in the critical areas of trade information, research and training will be greatly enhanced. Problems encountered in adequate equipment selection were overcome in consultation with all parties involved.

37. Project BAR/85/002 provided support to the state-owned Insurance Corporation of Barbados to enable it to achieve increased self-reliance by introducing new portfolios in marine cargo, group life and sickness and accident insurance. The Corporation upgraded its technical and administrative capacity and staff members, who have benefited from in-service and training abroad currently hold key management positions. Legislation has also been enacted to accommodate obligatory reinsurance cessions previously underwritten by companies in Trinidad and Tobago and the United Kingdom, thus stemming the outflow of scarce financial resources from the country.

38. Under project BAR/82/001, assistance was concentrated on developing energy saving devices and training technicians in their design, manufacturing, installation and adaptation to a variety of hotels. This assistance also helped the Government of Barbados to identify the right commercialization strategy for the unit and to prepare the selected company to obtain Underwriters Laboratories qualification. Training technicians has been completed and a small production line to manufacture energy saving units has been established.

39. In Belize, project BZE/83/001, Petroleum Resources Development, and its predecessor, BZE/79/001, Energy Development, have been instrumental in the creation of the Petroleum Office of the Ministry of Natural Resources, the objectives of which are, inter alia, to monitor the operations of oil companies offshore and inland and to analyse and interpret the samples and seismic data obtained from exploratory drilling. In addition to helping create the Petroleum Office, the project prepared a petroleum data base to facilitate monitoring of operations and organized on-the-job training in petroleum drafting, accounting and geophysics. Some \$2.5 million was generated from licensing and about \$25 million was invested in seismic surveys and drilling.

40. BZE/79/002, Public Investments, is a completed project which identified and prepared a set of bankable priority productive projects. Some of the areas identified for investment were: banana and citrus industries; rice production; dairy and livestock projects; and the Toledo integrated rural development project (which the International Fund for Agricultural Development (IFAD) may finance). Some of these studies contributed to attracting \$22 million in investments. The project also contributed to the establishment of the Investment Task Force, subsequently transformed into the Office of Economic Development. During the development of the project, the Government felt the need to have an instrument to measure the impact of investments on the Belize economy. With this in mind, a further objective was added to the project, resulting in the preparation of the basic input-output matrix for the country. This project made use of resources

available from a variety of United Nations or other sources, at little or no cost to the Government. Examples are the important negotiations with transnationals in Belize with which the United Nations Centre on Transnational Corporations (UNCTC) helped; FAO expertise was tapped from a regional project; and assistance in the employment sector was provided by the International Labour Organisation (ILO). This project also enabled the Government to obtain World Bank and International Finance Corporation (IFC) capital funds and was responsible for identifying a rural development project to be financed by IFAD.

41. In Cuba, the long-term objectives of CUB/81/007, Pasture and Forage Network, are geared to support Government efforts oriented to increase milk and beef production in the eastern provinces of Cuba. Successful experiments have been made in forage varieties, as well as in the application of fertilizers. The project is part of an FAO regional network on forage for Central America and the Caribbean - Grupo Regional de Pastos para Centro América y el Caribe (GRDPACC). It is monitored by an advisory council composed of international senior specialists who provide systematic guidance to project implementation.

42. In El Salvador, ELS/84/001, Support to the Development of Artisanal Maritime Fishing, assisted in improving the technical level of artisanal fishermen through micro-projects in selected fishing communities and in training staff involved in technical co-operation at the Centre of Fisheries Development (CENDEPESCA). The Government is seeking an international loan of about \$6 million to acquire a small fishing fleet of 50 units, once the economic viability of model boats built under the project is established. IFAD is reviewing possibilities of granting such financial assistance.

43. In Trinidad and Tobago TRI/82/003, Artisanal Shark Fishery, has been very successful in helping to identify an important resource, whilst transferring the special fishing skills required and developing new techniques in processing and marketing. The successful activities carried out under this project have helped to focus the Government attention on the need for greater knowledge and control of its marine resources. A tripartite review meeting, held in July 1985, highlighted the preliminary results: identification through exploration cruises of over 350 square miles of productive shark grounds; 151 fishermen instructed in new fishing techniques using long lines; 6 national counterpart fisheries officers trained in long-lines and surface netting techniques; the establishment of a processing plant in Tobago for shark products; and the training of one fisheries officer and eight staff of the plant in processing and marketing techniques. Additional assistance will be sought during the forthcoming cycle.

44. Based on the recommendations of an FAO multi-disciplinary mission to Trinidad and Tobago in January 1980, TRI/79/009, Upper Watershed Management Planning, commenced in December 1982. Land capability maps have been prepared based on slope and soil depths, two subprofessional training courses in watershed management have been held, and visual materials for extension activities have been prepared. Activities have contributed to determine alternative cropping patterns for agricultural development in hillside farms while conserving the soil. A second phase for 42 months, mainly concentrating on agro-forestry development, including activities similar to those undertaken under Phase I is also envisaged for Tobago.

45. In Paraguay, PAR/83/005, Geological, Hydrogeological and Metalogenic Map of Paraguay; PAR/83/006, Management and Conservation of Soils and Related Resources

and PAR/83/011, Meteorology and Hydrology for Development, have been central in the improvement of meteorological programmes; geological, hydrogeological and metalogenic survey maps; soil management and conservation. For the first time, these maps and information on soil will cover the whole country on a uniform and standard scale.

## VI. OTHER MANAGEMENT ACTIONS

46. Programme effectiveness is being increased by ensuring that projects are designed properly and that their implementation is evaluated at all stages of the project cycle. In 1985, 179 tripartite reviews, 21 mid-term evaluations and 22 country programme reviews were carried out.

47. In order to undertake a comparative study of the Government evaluation capacity in some selected countries in Latin America, the Central Evaluation Office (CEO) and RBLAC fielded a mission to Brazil, Ecuador and Peru.

48. The mission found that the countries visited, while at different stages of development, had the institutional structure required and trained human resources to undertake evaluation functions for development activities. It identified areas that might require further strengthening, but underlined the need to support the existing infrastructure in the region and to develop, at the national level, methodologies for evaluation and monitoring which are suitable for local conditions.

49. In the case of Brazil, the mission pointed to a number of important institutions which are performing monitoring and evaluation tasks. These institutions apply sophisticated methods and modern evaluation techniques such as those designed by the Sao Francisco Valley Development Corporation (CODEVASF), a regional development institution in the north-east of Brazil and the Physical-Financial Management Monitoring System (GRAFF) developed by two research units at the Planning Secretariat (SEPLAN). These systems are being applied to evaluate regional development projects and projects financed by the World Bank, the IDB, and by national financial institutions. A number of Brazilian institutions provide training on development management and administration, including evaluation. Training is also provided to students and Government officials from other countries of the region. UNDP provided support to staff of north-eastern agencies in the identification, planning, co-ordination and management of projects. Assistance was also given to CODEVASF in strengthening their management capability.

50. Ecuador has traditionally enjoyed a strong planning system, which has had the support for a number of years of UNDP-financed projects. This planning system is focused on the National Council for Development (CONADE), headed by the Vice-President of the Republic.

51. The Ecuadorian Development Bank (BEDE) and the National Fund for Pre-investment (FONAPRE) are effective institutions which may require support in developing further adequate monitoring and evaluation techniques and methods. The Secretariat for Rural Integrated Development (SEDRI), which has been incorporated recently into the Ministry for Social Welfare with the assistance of a UNDP/FAO project, is developing a computerized integrated monitoring and evaluation system which could be applied to other areas and sectors. Government officials were aware

of the need to strengthen the evaluation and monitoring aspects of the planning process. Current budgetary cutbacks represent, however, a major constraint for the immediate future.

52. Since 1973, Panama has had in place a system of grassroots participatory involvement both in the identification of priority needs and in project development, monitoring and evaluation. This system operates through a sequence of administrative and political stages which start at the community level and reach the central national administration. UNDP is providing assistance to the Ministry of Planning and Economic Policy, particularly to strengthen the technical co-operation development and evaluation system. A technical co-operation project is being prepared for IDB financing to develop a system for monitoring and evaluating public sector investment projects.

53. The findings of the mission are being transmitted to the Governments of the region. UNDP intends to continue providing support to Governments in strengthening their evaluation capacity and in promoting the exchange of experiences. RBLAC/CEO undertook to assess a sample of project evaluations and tripartite reviews carried out in 1984. These assessments are to be completed in the first quarter of 1986. The Director of RBLAC will report orally to the Council on the main findings.

54. A workshop on project design monitoring and evaluation was held in February 1986 for deputy resident representatives in the region, in order to ensure effective implementation of established procedures.

#### VII. CO-ORDINATION OF ASSISTANCE

55. The co-ordination of United Nations system operational activities at the field level has continued to have the support of the Governments in the region. The role of the resident co-ordinators has been particularly important in mobilizing support for emergency and reconstruction activities in the aftermath of the earthquakes in Mexico in September 1985 and of the eruption of the volcano Nevado del Ruiz in Colombia in November 1985.

56. In the case of Mexico, the Office of the United Nations Disaster Relief Co-ordinator (UNDR0) was activated and the Resident Co-ordinator became the focal point in Mexico City. UNDP has earmarked \$2 million from the Special Programme Reserve (SPR) for reconstruction activities. Two UNDP-supported projects are being approved for technical co-operation in the reconstruction of health services in the Valley of Mexico and for the reconstruction of the Emilio Barragán Training Centre in the port of Lázaro Cárdenas. Two other projects in telecommunications and in urban structure are under formulation. These projects will require the active co-ordination and participation of several United Nations organizations, a function which will continue under the auspices of the Resident Co-ordinator.

57. In Colombia, the Resident Representative became the UNDR0 representative and in addition, became the leader of a United Nations system team that worked with the Government in assessing the damages and in preparing the document that provided information on rehabilitation and reconstruction needs, which was presented to the Secretary-General at an informal meeting on assistance to Colombia. UNDP approved a project of \$2 million to co-operate in seven areas of the action plan for the social, economic and material rehabilitation of the population in the affected

area, the objectives of which are to: (a) strengthen the reconstruction fund RESURGIR in its capacity to allocate resources and in interinstitutional co-ordination; (b) install a monitoring, alert and prevention system in the area of the volcano Nevado del Ruiz; (c) prepare a permanent national disaster prevention and action system; (d) assist the urban infrastructure to relocate the surviving population, using self-help construction techniques; (e) provide employment and income to the resettled population through stable associative and co-operative schemes; (f) restore the agricultural capacity of the region through co-operative schemes, particularly for the smaller producers; and (g) rehabilitate the handicapped as a result of the tragedy. This UNDP-supported project will also require the participation of several organizations.

58. The Caribbean Group for Co-operation in Economic Development (CGCED) is a successful co-ordination mechanism established in the Caribbean. The Group, which was inaugurated in December 1977 to mobilize resources in support of the development efforts of the Caribbean countries and to ensure increased co-ordination among the various donors of the Group, is jointly sponsored by the World Bank, IMF, IDB, the Caribbean Development Bank (CDB), the Organization of American States (OAS) and UNDP. During the past seven years, UNDP and the World Bank have forged a solid working relationship in the context of the operation of the Group.

59. Apart from mobilizing resources for national development projects, the Caribbean Group discusses (a) substantive policy issues relevant to the development of the region, for example, structural adjustment in the CARICOM countries; and (b) the specific policy issues of individual countries. It also serves as a framework for the implementation of a number of regional programmes in energy, tourism, civil aviation, private sector development, and the strengthening of the economic performance of the Organization of Eastern Caribbean States (OECS) countries. Although UNDP participates actively in the co-ordination of these various activities, two programmes, both of which are implemented as UNDP projects, are of special importance; they are RLA/82/004, Inter-Agency Resident Mission, and RLA/81/010, Caribbean Project Development Facility.

60. The Facility, which is in effect a UNDP Caribbean regional project executed by the World Bank/IFC, is designed to assist in the identification, preparation and promotion of suitable private sector investment projects that would attract financing in an effort to ensure that the private sector plays a dynamic role in the development of the region. The initial phase of the project was financed mainly from cost-sharing contributions from IDB - \$1 million; the United States Agency for International Development (USAID) - \$1 million; Canadian International Development Agency (CIDA) - \$640,000; CDB - \$100,000; the Government of the Netherlands - \$100,000; and UNDP - \$170,000. The Facility was successful in that it generated 24 projects which have secured financing amounting to \$52.5 million.

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