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P O L I C Y

REVISED GUIDELINES FOR THE UNITED NATIONS  
REGULAR PROGRAMME OF TECHNICAL CO-OPERATION

Note by the Administrator

Summary

By its decision 85/36, <sup>1</sup>/ paragraph 8, the Governing Council requested the United Nations Department of Technical Co-operation for Development to submit to the Council, at its special session, proposed adjustments to the guidelines for the Regular Programme of Technical Co-operation. Such revised guidelines would enable the Department to play its full and appropriate part in addressing the emergency situation in Africa, as well as the long-term development needs of that continent.

Attached is a report on this matter, prepared by the United Nations Department of Technical Co-operation for Development. The Council's attention is drawn to paragraph 11.

Guidelines for the United Nations Regular Programme  
of Technical Co-operation

Report prepared by the United Nations Department of  
Technical Co-operation for Development,  
in response to Governing Council decision 85/36, para. 8

1. By its decision 85/36, paragraph 8, the Governing Council requested the United Nations Department of Technical Co-operation for Development to submit proposed adjustments to the guidelines for the Regular Programme of Technical Co-operation which would enable the Department to play its full and appropriate part in addressing both the emergency situation in Africa as well as Africa's long-term development needs.
2. Overall resources, for use by 10 organizational entities of the United Nations, are estimated at \$29.3 million under the proposed programme budget for the Regular Programme of Technical Co-operation (Section 24) in 1986-1987. Of this amount, \$10.6 million is programmed for activities to be implemented by the United Nations regional commissions, (\$3.5 million for the United Nations Economic Commission for Africa), and \$3.0 million by organizational entities including the Centre for Human Rights, the United Nations Centre for Human Settlements, (HABITAT), the United Nations Conference on Trade and Development and the United Nations Department of International Economic and Social Affairs. The remaining \$15.7 million (including some \$2.2 million equivalent in non-convertible currencies) represents DTCD's anticipated share of Regular Programme resources for 1986-1987.
3. Comprehensive guidelines for DTCD's use of the Regular Programme were endorsed by the Council in 1980 by its decision 80/42,<sup>2/</sup> which defined a distinct role for the Regular Programme through activities in the broad categories of advisory services, field projects and training. The guidelines affirm the use of the Regular Programme resources for those fields of activity which the United Nations considers to be high priority, through the following two main functions:
  - (a) As seed money, opening new activities on a pilot or experimental basis, which might then be taken up by other better-endowed funds once viability has been shown; and
  - (b) To fill gaps where funds from other sources are insufficient to cover special concerns.
4. The guidelines stress that activities carried out under the Regular Programme must have a demonstrated multiplier effect, reflect global development policies enunciated by United Nations legislative bodies and accord with development needs and priorities of individual countries. They should also be used to improve specific "process" aspects of technical

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co-operation (e.g. country programming), in response to United Nations legislative decisions. Because Regular Programme funds are so limited, they normally are not to be invested in country projects unless these are clearly of a pilot and innovative character. While emphasis is laid on assistance to least-developed countries, needs related to developing countries in all regions must be met, and the Department must therefore take due care to provide adequate coverage for needs of all developing countries.

5. In further interpreting and elaborating the guidelines governing DTCD's use of the Regular Programme, (Governing Council decisions 81/11,<sup>3/</sup> 84/22 <sup>4/</sup> and 85/21) <sup>5/</sup> the Council has reaffirmed the flexible use of the Regular Programme, and has endorsed special consideration for needs of not only least-developed countries but also island developing, land-locked developing and other particularly disadvantaged countries. The Council has also approved, in recognition of the need to improve links between pre-investment and investment, the use of Regular Programme resources on a cost-sharing and reimbursable basis for project identification, appraisal and formulation.

6. In accordance with the above guidelines, considerable assistance is already being provided by DTCD to Africa, and some examples follow. More extensive information on DTCD's activities in Africa during 1985 will be provided in the Secretary-General's annual report on United Nations technical co-operation activities which will be before the Council at its thirty-third session, in June 1986.

#### Advisory services

(a) Through interregional advisory services, substantive support is given for round-tables organized by UNDP, most recently in Burkina Faso and Mali, and their follow-up, currently in Benin, Equatorial Guinea and Guinea-Bissau. Support is also provided for country programming, most recently in Rwanda, to assist Governments in carrying out sectoral reviews and financial analyses, developing criteria for selection of programmes and projects and formulating proposals. Advisory services are, of course, provided, at the request of Governments, throughout DTCD sectors and in connection with urgent policy-related matters.

(b) Missions to Mali have advised the Government of economically viable gold deposits and have prepared project proposals for their exploitation. As a result, UNDP financing has been obtained for a major gold mining project which DTCD is undertaking. Advisory services are now being provided to help the Government of Mali negotiate agreements with private investors to develop additional deposits. At the same time, another DTCD mission to Mali has

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formulated a programme to organize all relevant information in this area in a systematic manner, using computer methods, and this programme combining hardware/software/training has been integrated into the UNDP-financed gold mining project.

(c) Proposals for the development of hydropower prepared by past DTCD missions are now attracting funds-in-trust financing for design and feasibility studies (e.g. in Mozambique, Somalia, Sudan, and the United Republic of Tanzania), and missions in 1985 to other countries have helped identify sites with good potential for hydropower development (Ghana, Lesotho, Nigeria and Sierra Leone).

(d) Over the past few years, the Regular Programme has also been used to provide inputs to World Bank project identification missions in Comoros, Lesotho, Rwanda and Somalia, and to formulate a World Bank-financed statistics project in the Niger, a cost-sharing planning project in Benin, a World Bank-supported public administration project in Uganda, and a joint venture gold exploitation project in Ghana. DTCD, jointly with the World Bank, using Regular Programme resources, will be carrying out fact-finding and project identification missions in 1986 to improve management capabilities in the transport sector for the Gambia, Ghana, Mali and Mauritania. A joint water assessment programme for Africa is currently under discussion with the World Bank.

#### Field projects

(e) Various pilot projects carried out in Africa in 1985 have, mainly through innovative approaches to training, helped women use water more efficiently through women's greater involvement in large-scale water resources development projects. Under an interregional pilot project designed to help Governments generate new development resources through advice and training in the design and implementation of project banks, arrangements are under way to provide the full-time services of an expert who will be posted in Africa to assist African countries in preparing an inventory of viable investment projects. Within the framework of an interregional project, training in computer applications for more efficient planning and management of water resources was organized in 1985 for English-speaking African countries. It is expected that such training will be extended to French-speaking African countries.

#### Training

(f) Many of the training activities organized by the DTCD address the special needs of least-developed and other particularly disadvantaged countries. Among these are the series of training workshops in development planning, organized since 1983, which have focused on key aspects of plan formulation and implementation including, in 1985, the mobilization of finance for development. DTCD also expects to launch, as a cooperative activity with the

World Bank, a training programme in water drilling which will be carried out in association with African institutions.

7. In response to decision 85/36, and to meet the concern of United Nations legislative bodies for the critical situation in Africa, DTCD will programme Regular Programme resources in 1986-1987 to expand its programme of assistance to least-developed and other particularly affected countries, with the specific purpose of including a special programme of activities focusing on Africa and complementing large-scale activities financed from other sources. Under this special programme, African Governments will be provided, at their request, with advice and assistance for the effective planning and management of their economic and social development strategy, taking into account both emergency and long-term needs. Close co-operation is also under way with UNDP through the round-table process, the launching in selected countries of National Technical Co-operation Assessments and Programmes, country programming and other special efforts undertaken by UNDP to improve the quality of technical co-operation in Africa.

8. Using consultancy services, training, and demonstration equipment available under this special programme, DTCD will assist African Governments, in close partnership with UNDP, in:

(a) Assessing needs for strengthened capacity to analyze, formulate and execute economic and social priority programmes contributing to medium and longer-term development strategy;

(b) Strengthening the institutions dealing with economic and social development and training of human resources needed to operate the institutions;

(c) Strengthening capacity to monitor and evaluate investment projects within the framework of Government development strategy;

(d) Building up capacity to monitor national development plans, sub-national programmes, popular participation and self-help schemes, and to ensure a cohesive development strategy;

(e) Preparing and following up on round tables and coordinating external assistance, within the framework of the national development strategy and plans.

9. The special programme is designed to maximize DTCD's comparative advantage in this area, and will be formulated by drawing upon experience and insights gained from DTCD's participation in, and co-operation with, the Working Group on the Special Action Programme for Administration and Management in Africa, and the Working Group on Emergency Development Linkages responding to Africa's Development Crisis.

10. In addition to the above special programme, on-going assistance to Africa, as described above under advisory services, training and field projects will be continued and intensified in critical sectors such as water resources and development administration and management.

11. Using the approaches described above, the Department will be enabled to play its full and appropriate part in addressing Africa's emergency situation as well its as long-term development needs, always bearing in mind that the Regular Programme must also respond to the needs of developing countries in other regions. The kinds of activities envisaged can be carried out within the existing arrangements governing DTCD's use of Regular Programme resources, and it would seem, therefore, that no adjustments in the existing guidelines are necessary at this time. The guidance of the Council will, however, continue to be sought in further elaborating and interpreting the guidelines to permit innovative and specially adapted approaches to meet changing needs.

Notes

- 1/ See Official Records of the Economic and Social Council, 1985, Supplement No. 11 (E/1985/32), annex I.
- 2/ Ibid., 1980, Supplement No. 12 (E/1980/42/Rev. 1), chapter XI.
- 3/ Ibid., 1981, Supplement No. 11 (E/1981/61/Rev.1), annex I.
- 4/ Ibid., 1984, Supplement No. 10 (E/1984/20), annex I.
- 5/ Ibid., 1985, Supplement No. 11 (E/1985/32), annex I.

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