



**Governing Council
of the
United Nations
Development Programme**

Distr.
GENERAL

DP/CP/ZIM/NOTE/2
31 March 1986

ORIGINAL: ENGLISH

Thirty-third session
2-27 June 1986, Geneva
Item 5 (b) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programmes and projects

SECOND COUNTRY PROGRAMME FOR ZIMBABWE

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The preparation of the second country programme for Zimbabwe coincided with the preparation of the Government First Five-Year Development Plan. The exercise was conducted in close co-operation between the Government and UNDP.
2. The Resident Representative initiated the country programming exercise with an invitation to local agency representatives to submit their ideas and proposals for consideration in the preparation of the Resident Representative's note. These inputs, as well as the conclusions and findings of programme reviews, agency headquarters inputs, and tripartite reviews of individual projects, constituted the basis for the Resident Representative's note, which was submitted in March 1985 to the Government.
3. The note provided the Government with a view of how the ongoing programme was being utilized, highlighting the thrust of UNDP assistance and suggesting possible areas for UNDP operations during the 1987-1991 programming cycle. Sectoral priorities proposed were in the areas of manpower development; agriculture; forestry and fishery; development planning and administration;

/...

aid co-ordination; water resources; industry; education and health. Suggestions in the note took full account of the limited resource capacity of UNDP; the critical national needs; and the experience of the 1982-1986 programming period. Account was also taken of Zimbabwe's special strength in agriculture and industrial activities, as well as of the special needs arising from a heritage that has left the country with a colossal shortage of trained manpower. On proposed areas of concentration for the use of UNDP resources, the note stressed the need to ensure that projects are carefully selected to reflect the highest Government priority.

4. Subsequent to the note and a preliminary reply from the Government, a small working group of Government and UNDP officials was established to explain and familiarize Government officials with the country programming exercise and its requirements and to follow up on the implementation of decisions, affecting the preparation of the programme. Following this, a draft country programme for submission to UNDP headquarters was agreed upon.

5. In presenting the document, the Government and the UNDP Resident Representative indicated that considerable information on technical assistance requirements during the preparation of the First Five-Year Development Plan had been collected as a result of assistance from UNDP, the World Bank and other donors. Consequently, the Government does not consider it necessary to have an overall assessment of technical assistance requirements specifically in conjunction with preparation of the country programme. However, the Resident Representative will undertake a specific exercise in Country Programme concentration areas, mainly in integrating and assessing sectoral reports and inputs from studies done locally by the agencies.

II. THE SECOND COUNTRY PROGRAMME

6. The overall thrust is to assist the Government to achieve its development objectives as determined and articulated in its Five-Year Development Plan, by building up and strengthening its capacities. Training related activities and the strengthening of institutions continue to be given high priority. The programme focuses on a few sectors which are considered most critical and strategically important. These are: human resources; development planning; agriculture and rural development; mining; and industry and water resources. UNDP is expected to assist in the attainment of five specific objectives: the strengthening of institutions; the development of human resources; the rehabilitation and expansion of the economy; the development of sectoral strategies and plans, and the strengthening of the capacity to co-ordinate and utilize external aid effectively.

7. The programme allocates resources between sectors as follows: agriculture and rural development receives the highest area of concentration with a share of 24 per cent of the IPF resources; human resources and

development planning, are allocated 18 per cent each; the industry, mining and water resources sectors receive 11 per cent, 10 per cent and 8 per cent, respectively.

8. There are 11 new and a few ongoing projects identified for implementation to begin in 1987 and 1988 in priority sectors; this will absorb 28.8 per cent of the IPF. The Programme Reserve has been allocated 60.5 per cent of the IPF for projects to be formulated later, in the concentration areas which have been identified. In order to provide some flexibility to the programme and to attend to the needs of other sectors, 10.7 per cent of the total IPF has been allocated as unprogrammed reserve.

9. Various reviews have identified difficulties in determining high priority projects in the face of diverse needs as one of the major constraints during the implementation of the first country programme; a satisfactory solution to this problem is yet to be found. It would have been desirable to identify in the programme the activities to be funded by available IPF resources; however, the programme is project specific for the first two years only. Nevertheless, areas have been identified for sectoral assistance for the entire programme cycle. The Government has chosen to defer decision on specific projects for implementation after 1988 in order to ensure complementarity and support to the annual plans which it will prepare for the execution of the Five-Year Development Plan.

10. As almost all ongoing activities are scheduled to be completed in 1986 and the projects identified in the new programme are envisaged to start in late 1986 and at the beginning of 1987, the Government wishes implementation of the programme to commence at the beginning of the cycle. The Government has, therefore, requested submission of the country programme to the June 1986 session of the Governing Council. Approval of the programme is expected to strengthen the Government position in negotiations with other donors for cost-sharing and co-financing arrangements, and also for implementation of the First Five-Year Development Plan, which became operational in January 1986.

11. Since the IPF resources are extremely limited, the Government will use them in a catalytic manner, and intends to make greater use of modalities such as project cost-sharing and co-financing to enhance complementarity of resources. It is also proposed to use UNDP assistance for feasibility studies for follow up investment in productive and employment absorbing sectors.

III. MANAGEMENT OF THE COUNTRY PROGRAMME

12. UNDP is presently assisting the Government in its co-ordination efforts by facilitating the exchange of information and discussions of problems related to technical assistance co-operation. Donors meet monthly and Government officials, including ministers, come to discuss areas of concern.

13. The First Five-Year Development Plan, which was recently completed with UNDP assistance, was scheduled for presentation to donors in March 1986 at a

special meeting of the donor consultation mechanism to be convened by the Government. UNDP support to strengthen the capacity of the co-ordinating ministry through one of its projects has enabled the Government to establish an appropriate information and monitoring system; to undertake the much needed studies on the utilization of external assistance; to computerize its information; and to train officials in the field.

14. The Government has taken account of the activities of other donors in determining the utilization of UNDP resources for the next cycle. It intends, wherever possible, to use UNDP assistance to improve the management and co-ordination of other donor inputs.

15. Annual reviews of the country programme are already established features in Zimbabwe and will be continued throughout the fourth cycle. These reviews are usually based on a comprehensive document prepared by the UNDP field office, summarizing the status as well as the specific problems of projects. They also serve as a policy dialogue with the Government in regard to the direction of the programme as a whole as well as offering a solution to outstanding problems. Tripartite reviews and evaluations will continue in accordance with existing rules and regulations.

IV. RECOMMENDATION OF THE ADMINISTRATOR

16. Bearing in mind that Zimbabwe is a newly independent country where the implementation of the first country programme actually started in 1983 and the country will have completed its first five-years of experience under the UNDP country programming concept at the end of 1987; the Administrator recommends that the Governing Council approve the country programme for Zimbabwe with the requirement that a comprehensive country programme review be undertaken no later than June 1987 to delineate a concrete programme which will include the identification of specific projects and areas of assistance for the remainder of the country programme cycle and that the revised programme be submitted to the Governing Council for its approval in June 1988.
