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**SUPPORT**

PROGRAMME PLANNING

Country and intercountry programmes and projects

IMPLEMENTATION OF SELECTED COUNTRY PROGRAMMES IN THE  
LATIN AMERICA AND CARIBBEAN REGION, 1986

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 economic evolution that took place in the region in 1986 was complex. The fall in the price of petroleum had a negative effect on the oil exporters and a positive effect on the oil importers. The fall of international interest rates benefited countries incurring a large debt with the private banking sector. The price of the great majority of commodities continued to be very depressed, with the notable exception of coffee. In several countries, the application of stabilization programmes with innovative features not only contributed to a marked reduction in the inflation rate but had as a sub-product a favourable distributive effect that in turn stimulated internal demand.

2. The diversity of situations that prevailed in the various countries of the region resulted in very different economic performance from one to another. For example, according to available preliminary data, the gross domestic product (GDP) of the region as a whole increased in 1986 by 3.4 per cent; in six countries this increase entailed a very dynamic expansion of 5 per cent or more, but in eleven countries the increase in economic activity was inferior to the rate of population increase, and in four more countries GDP actually decreased. At the regional level, a new and tangible deterioration of the variables of the external sector characterized 1986 figures; this is the net result of very divergent trends in the various countries. Meanwhile, Governments of the region have pursued the exploration of avenues for closer intra-regional co-operation, as evidenced in particular by the agreements concluded in 1986 between Brazil and Argentina.

3. While a number of countries in 1985 and 1986 showed indications of recuperation, and in some cases progress, in respect of the correction of some major macro-economic disequilibria, this progress is on the whole fragile and has not been general. It has only partially counteracted the regression registered in the previous five-year period. The level of internal investment generally remained abnormally low, and the servicing of the external debt and the very depressed conditions of commodity prices in international markets were the cause of a continuous dearth of foreign exchange. The net balance of capital and transfer of resources flows remained negative for the region as a whole for the fifth consecutive year, and abated only slightly to over \$23 billion in 1986 from over \$30 billion in 1985.

4. The conjunctural variations discussed above in the economic behaviour of Latin America and Caribbean countries have thus hardly affected the deep sense of crisis that has prevailed since the beginning of the decade in respect of the development of the region. The uncertainties attached to the process of economic recuperation, the rigidities of the social variables in national life, the overwhelming importance of external factors over which countries of the region have no control, all continue to weigh very heavily on the assessment that can be made of development prospects.

## I. GENERAL OVERVIEW OF THE REGION

5. The formulation of country and regional programmes corresponding to the fourth cycle for the region has now been almost completed. An assessment of major areas of technical co-operation and pre-investment, reflected in the objectives of the programmes, indicates that direct support to the productive sectors is a major objective in 17 of them, together with support to public policies indicated in 18 programmes. This is followed by the objective of supporting scientific and technological development listed as a major objective in 10 of the 20 country programmes. This objective tends to reinforce the prominence attached to support to production, inasmuch as 8 out of the 10 objectives expressly link research and the acquisition of technology to its application to productive sectors.

6. The eradication of critical poverty is reflected in varying degree as a major objective in seven programmes. In a number of cases, however, those objectives call for activities that cover a broad social spectrum and the specific scope of those activities will have to be worked out at the project level. Six other programmes have overall objectives in the social sectors. While those programmes are not specifically targeted to the segment of the population that lives below the poverty line, they may, of course, have an impact on the critically poor.

7. Energy and natural resources represent another sector that is receiving considerable attention in the Latin American country programmes. It is a major priority objective in four programmes, and of a subsidiary element of a broader objective in five other programmes.

8. Finally, a number of programmes contain major objectives not related to any of the above categories, e.g., environmental sanitation, cultural heritage and tourism, while still others adopt a multi-sectoral approach such as resource mobilization, or development and the exploitation of the geographic position of the country.

9. Regarding programme execution modalities, more than a dozen country programmes state the intention to make increased use of national experts. A considerable number of programmes allude to the use by the Government of short-term experts or consultants as a modality for project execution. In several cases, reference is made to a shift that has taken place from longer-term to shorter-term assignments for international personnel, either for substantive reasons (the high degree of sophistication and punctual nature of the tasks to be performed) or to ensure the best possible return from project resource allocation.

10. A number of programmes of Latin American countries mention the modality of the Government execution of projects. In the majority of cases, reference to past experience in this respect is linked to the desire of the Government to take this experience into account and to continue using this modality, either substantially or selectively.

11. Technical Co-operation among Developing Countries (TCDC) is referred to in over half of the country programmes of the region. Some programmes contain specific provisions for financing TCDC activities through special project allocations, particularly cost-sharing resources.

12. Concern for the pre-investment dimension is expressed in general terms in several country programmes. In addition, project proposals specifically geared to the strengthening of the capacity of the country to attract and manage investments are contained in a number of programmes.
13. Women are potential beneficiaries of technical co-operation activities in a considerable number of circumstances. In addition, a number of projects specifically geared to enhancing the participation of women in economic and social life and in the development process in general have been identified. Those projects aim diversely at the promotion of productive activities of women, the insertion of rural women in the productive process, the development of income-generating projects for women in rural areas, women's self-help programmes, the promotion and creation of rural development co-operatives based on women's activities, and the training of women in food preparation and in non-traditional skills.
14. A number of projects deal with grassroots activities, particularly those involved with low-cost housing or housing rehabilitation in rural areas involving self-help and the use of indigenous construction materials; urban housing projects for low-income families through sites and services schemes and mutual-aid construction; the integrated development of rural indigenous communities, of urban marginal areas or of popular urban settlements; and handicraft production. One country programme specifically refers to the heavy reliance of the country on the activities of non-governmental organizations (NGOs) and indicates that UNDP support will endeavour to monitor co-ordination with NGOs in the agricultural and related fields in order to achieve a much more channeled use of NGO activities in the social sector through improved planning and co-ordination.
15. A considerable number of projects which clearly and sometimes expressly aim at enhancing the performance of the private sector of the economy involve support to small- and medium-sized enterprises and service industries, co-operatives, and the informal sector. In addition, some projects will collaborate with private industrial, agricultural and trade organizations and associations.
16. Environmental sanitation is listed as a major objective in one of the country programmes in Latin America. In addition, two other programmes reflect environmental concerns as an element of a broader major objective, linked in both cases with the objective of strengthening the natural resources sector.
17. With respect to the financial aspects of the third cycle programmes, at the end of 1986, the third cycle indicative planning figure (IPF) resources were fully delivered. Cost-sharing commitments for the third cycle totalled about \$140 million or 53.4 per cent of the IPF for the region. An assessment of the fourth cycle programmes indicates a considerable growth of cost-sharing and other resources managed by the programme, which are expected to reach at least \$300 million. This will represent an additionality generated by the country programme resources amounting to 125 per cent of IPF allocations which total \$280 million. Total programmed resources amount to over \$630 million.
18. 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, it is important to point out that in 1986, 147 tripartite reviews and 20 evaluations took place. The lessons learned from these reviews and evaluations are being incorporated in the formulation of fourth cycle programmes and projects.

## II. THE COUNTRY PROGRAMMES REVIEWED

19. In selecting a sample of the country programmes for the present review, namely, Brazil, Colombia, Haiti and Uruguay, an attempt has been made to illustrate varying conditions in which programmes are being implemented 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, but also aims at deriving lessons for the implementation of the fourth cycle country programmes.

## III. CONCLUSIONS OF THE REVIEWS

20. In general, it was found that the majority of the programmes reviewed contributed to the realization of their stated objectives. The 1982-1986 programme for Haiti was formulated within the priorities established by the Government in its Biennial National Development Plan. The Plan, however, did not establish a clear strategy or well-defined development objectives. This situation contributed to the lack of coherence and focus which characterized the programme in the third cycle. UNDP assistance concentrated in four sectors, namely, agriculture, natural resources, transport and communications, and education. These four sectors received close to 80 per cent of IPF resources for that period. The remaining resources were scattered over several sectors.

21. Particularly significant were the results achieved by three projects which assisted in the identification of gold deposits. Further studies are to be carried out in order to assess the economic feasibility for their exploitation. Another project, HAI/79/001, has been instrumental in the establishment of the National Committee for Water and Sanitation. In all, 13 projects were implemented in the agriculture and fisheries sectors and dealt with soil conservation, support to co-operatives, husbandry and cattle-raising. Difficulties encountered in the implementation of some projects in this sector were due to the lack of adequate project formulation and the failure to ensure community participation. It is important to highlight, however, the results achieved by projects executed in collaboration with NGOs in the establishment of aquaculture centres, as well as four other projects carried out in support of co-operatives for coffee production, management and commercialization.

22. The country programme for Brazil was formulated within the priorities established in the National Development Plan and the Plan for Scientific and Technological Development. The programme aimed at assisting Brazil to achieve a dynamic scientific capability and greater technological autonomy. The Government commitment to mobilize the support and responsibility of counterpart institutions for part of the project budget, as well as a rigorous selection undertaken through

the tripartite review system, ensured that nearly all projects originally included in the programme were implemented, despite the reduction of IPF resources to 55 per cent. Throughout the cycle the programme had a high delivery rate. In this context, it is important to highlight that \$21 million has been mobilized in cost-sharing. This, together with \$15.6 million IPF resources made a combined programme of \$36 million.

23. The sectoral objectives established in the programme were largely met: 72 per cent of IPF resources were committed in agricultural, communications, industry, natural resources and employment sectors. Projects linked to investment were particularly successful: some served to identify and select investment opportunities, train national personnel in the monitoring, supervision and evaluation of investment projects, while others were oriented to correct distortions of ongoing investment by addressing technical co-operation components. Some of the investment-oriented technical co-operation projects received contributions derived from World Bank loans. In this regard, particularly significant was a large-scale project in the Brazilian North-East, the poorest area of the country, which trained over 600 personnel from State Governments and regional administration in the formulation, appraisal, monitoring and evaluation of rural development investment projects. A similar project has been initiated in the area of urban development.

24. Significant results were also achieved in several projects dealing with social issues such as employment, labour relations and social impact evaluation (BRA/82/024, BRA/82/026 and BRA/82/027). These projects were carried out with the Planning Secretariat, the North-East Development Superintendence and the Ministry of Labour. They contributed to the formulation of policies at various levels, especially in the transition to the democratic régime and in the context of its priority concern with the social dimension of development.

25. The Government of Brazil has allocated cost-sharing resources to undertake a substantial TCDC programme. Nearly 100 consultants undertook missions in 26 countries, 40 study tours were hosted and 400 nationals from other developing countries receiving training in Brazil in transport, telecommunications, energy, agro-industries and health. TCDC activities in the future will be more targeted, focusing on selected priority areas in which there exist demonstrated or potential complementarities and mutual interests among particular developing countries, and where there is a likelihood of investment follow-up.

26. At the time of the formulation of the country programme of Uruguay, only general orientations on sectoral priorities existed since a National Development Plan was not available. The programme thus addressed sectoral concerns and priorities. Sectoral objectives in health, labour, education, industry, infrastructure and social policy were properly addressed. This, however, was not the case in the agriculture sector, whose objectives proved to be too ambitious. Objectives in economic policy and planning were altered because of the economic crisis which began in 1982, and projects in this field had to be adapted to these changing circumstances.

27. Particularly significant were the results achieved by project URU/81/015, whose assistance to the National Fisheries Institute in its research activities can

be linked to increases in production in the sector and in its export value. The project complements a loan of \$10 million granted by the Inter-American Development Bank (IDB) for the construction of a fishery research ship. Three projects in the educational sector, with considerable cost-sharing financing, were oriented to the training of post-graduate professors and scientists. These led to the formulation of a large-scale programme for research and training in basic sciences which will be implemented in the fourth cycle. Assistance was also provided to the Government for the establishment of a high-level Institute of Business Administration.

28. The country programme of Colombia was formulated before the Government adopted its National Development Plan, "Change with Equity". Priority areas identified by the Plan, however, were addressed by the programme, which largely met its main objectives: support to planning for social change; reactivation and stabilization of the economy; and consolidation of the main macroeconomic sectors. A number of projects made significant contributions through activities targeted for poor and vulnerable sectors of the population. In this regard, institutional support was given to the launching of the National Literacy Campaign; to the execution of non-formal education programmes; and to the National Health System programme in expanding its child immunization and vaccination campaign.

29. After the earthquake in Popayán, UNDP response consisted in a project to design and implement an anti-seismic, low-cost housing programme using traditional building materials. One project provided critical support in the formulation and assessment of financial requirements for the implementation of the Government Social Plan for Peace in areas of armed conflicts. A cluster of five projects assisted in regional planning, municipal administration and decentralization. Support was given to strengthening the management capacity of the national coal enterprise through this project, which will continue through the fourth cycle, and through its predecessor projects. The exploitation of all coal mines has successfully entered the competitive market on target. Coal is expected to be as important as coffee as a foreign exchange earner over the coming years.

30. It is important to highlight some issues related to programme management in the countries reviewed in this report and to indicate measures taken to ensure effective implementation. In the case of Haiti, the implementation of the programme was hampered by the weak institutional absorptive capacity of some counterpart institutions, particularly with respect to the management of external assistance and project monitoring. Counterpart resources were not made available in a timely and consistent manner during project operations, thus limiting the results and impact of the programme and of individual projects. UNDP is working with the Government to ensure that in the future, provisions are made for adequate counterpart institutional support to projects.

31. In the case of Brazil, some obstacles encountered in the implementation of a few projects reflected a lack of a clearly defined counterpart institutional setting; deficient project design; delays in delivery of highly specialized inputs; and in few instances, the quality of agency backstopping. In this respect, it is important to highlight that the Government is committed to ensure adequate counterpart institutional support to projects implemented in the fourth cycle. A number of training courses in project formulation, making use of practical cases, are being carried out with the participation of counterpart staff, agency personnel

and UNDP local staff to ensure adequate project design. Discussions are being held with the agencies concerned regarding measures to be taken to ensure the timely delivery of highly specialized inputs. In all these aspects, the rigorous tripartite system of formulation, monitoring and evaluation applied on the programme of Brazil has proven to be effective and valuable.

32. The original objectives of the country programme of Uruguay proved to be too ambitious. This was partly because during 1983-1985, the programming of new projects was difficult in view of the transition to a democratic régime. At the time of the formulation of the third country programme in Uruguay, decisions were taken to promote Government execution; to limit the hiring of long-term experts; to increase TCDC; and to reduce equipment and administrative components of the programme. These objectives were largely met and 95 per cent of experts in 1986 were short-term experts, 66 per cent national experts and 24 per cent of the projects were Government-executed. The use of these modalities was effective in the majority of cases. However, a few national experts could be regarded as in fact performing functions which normally should be carried out by counterpart staff. Measures are being taken to avoid such situations in the implementation of the fourth country programme. The experience in Government-executed projects in general has been satisfactory and will continue to be used selectively, depending on the type of project and of the institutional capacity of the Government agency concerned.

33. In the case of Colombia, positive results were achieved with respect to the use of national experts and consultants, as well as with regard to Government-executed projects. Some problems were encountered in the selection of national experts under agency-executed projects. However, this has been solved through the establishment of co-operative arrangements between executing agencies and counterpart institutions. Follow-up of Government-executed projects has added some additional monitoring and administrative responsibilities to the local UNDP office. However, this is considered to be a valuable technical co-operation service provided to the Government. The office was able to respond effectively to the emergency caused by the eruption of the Volcano Nevado del Ruiz. With respect to the management of the response to the disaster, maximum flexibility and delegation of co-ordination, management and administration of emergency assistance was critical for the success of this type of operation.

#### IV. REVIEW OF PROJECTS

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

##### Technical Assistance in Project Formulation (BRA/80/008)

35. The objectives of this project were:

(a) To strengthen the North-East Rural Development Superintendence in the formulation, appraisal, supervision and evaluation of Government-sponsored rural development efforts in the North-East;



(b) To assist in the identification, formulation and execution of rural development projects; and

(c) To advise and assist the North-East Development Superintendence in the establishment of a sound organizational management structure to support the implementation of the North-East Rural Development Programme.

36. This project is of great importance since it is closely related to a long-range Government programme to develop the North-East Region, which involves an investment programme of \$12 billion to be implemented in 15 years. This investment programme is especially designed to increase the productivity and output of small farmers and to raise employment levels in this region.

37. During project execution, 16 courses were organized in project formulation and appraisal, monitoring and evaluation in water resources management, agricultural marketing, legal aspects of financing, land tenure, agricultural research and extension, institutional co-ordination under the North-East Rural Development Programme, project supervision, support to small rural communities, preparation of forestry programmes and management of rural development training. Close to 600 participants benefited from these training courses. Four manuals for project formulation, monitoring, evaluation, and management training were also prepared and are serving as support to the activities of the North-East project.

38. An in-depth evaluation of the project carried out by the parties involved in its implementation indicated that the project covered too wide a range of activities; it was therefore decided to concentrate its activities in the field of monitoring and supervision, and annual programming. This is the current focus followed by the ongoing project which, with better defined counterpart personnel, can further achieve the objective of upgrading the capacity of Government staff in managing a major investment programme in the poorest area of the country.

#### Research and Development in Telecommunications (Phase II) (BRA/82/032)

39. This project is considered to be very successful in the wide variety of research and development activities being carried out in telecommunication systems, particularly with respect to rural communication; the development and industrialization of hardware/software for a data-package switching system for the public data network; the selection and design of complex integrated circuits; and further development of an overall quality management system. The only factor which may possibly hinder a greater impact of this project would be the difficulties of the Government in mobilizing the necessary investment required for the expansion of the public and rural telecommunication network. The priority attached to this project by the Government is reflected by its cost-sharing contribution, which provides all the funding for project activities.

40. Further activities oriented to upgrade and consolidate the technological capacity of the Brazilian Telecommunication Company Research and Development Centre, in order to develop selected telecommunications components, telematics, and to transfer to the private sector developed technologies for production will be carried out in the next phase. The Brazilian Telecommunication Company Research and Development Centre enjoys a vast TCDC potential since it is one of the leading telecommunications research and development centres in developing countries.

Forestry (BRA/82/008)

41. The main objectives of this project are the development of forestry and the forest industry in the Amazon Region and the formulation of strategies for developing forest resources in the North-East Region of the country to help meet the growing demand for forests, soil and water conservation, energy use and the production of timber for every day use.

42. The main outputs of the Amazonian project segment were:

(a) The establishment of forestry products laboratories, one within the National Institute for Amazonian Research and another one within the Brazilian Institute for Forestry Development in order to obtain a technological knowledge of Amazonian woods, with the objective of promoting their commercialization in national and international markets;

(b) A management plan for the rational utilization of the "Floresta Nacional de Tapajos", which constituted a pilot study for the rational and sustained utilization of the Amazonian Forest ecosystem;

(c) A Remote Sensing Programme for the Amazon Region, which today monitors the processes of spacial occupation of the Amazon Region.

43. The North-East project segment seeks the development of a model for forestry development for the North-East Region which integrates the soil-water-vegetation resources, utilizing the watershed basins as the basic units of development. The project has three main components: watershed management, dendroenergy and agro-silvo-pastoral culture. The field project site is the State of Rio Grande do Norte, where various watersheds have been selected and a series of experiments in the three fields covered by the project are being implemented.

44. The activities in the area of dendroenergy are most advanced ones. Based on studies and research made under this activity, the project submitted an action plan for the dendroenergetic development of Rio Grande do Norte State to the Brazilian Institute for Forestry Development.

45. The project is progressing well, thanks especially to the dedication and commitment of the national counterpart group working in Natal and also to the competence of the international consultants recruited by the executing agency. The project would have been more successful had the Institute mobilized more counterpart staff and provided adequate financial incentives, especially for the national technicians working in the field.

External Credit Management (COL/83/001) and Fiscal Control System (COL/82/021)

46. Through these two projects, assistance has been provided to the Government in the establishment of a monitoring and evaluation system for public investments in infrastructure and finance. It assisted in the incorporation of efficiency indicators within those systems and in the control of investments in decentralized entities, and in the application of instruments for the rationalization of the public debt.

Intensive Vaccination Campaign (COL/84/005)

47. Through this project, support was given to child immunization programmes which covered 1,300,000 children. Assistance was also given to the National Health System to improve maternal and child services, particularly with respect to training in the management, monitoring and evaluation of health projects in critical poverty areas.

Nutrition (COL/84/011)

48. The assistance of several agencies of the United Nations system was co-ordinated for the definition of a national policy for food security and nutrition. This project co-ordinated with the World Food Programme (WFP) projects COL/2740 and COL/2610, which covered 150 associations of food producers for peasants, Indian groups, and urban women, and benefited close to 5,000 people. This project includes provision for credits.

Emergency Eruption of Ruíz Volcano (COL/85/003) and Rehabilitation Peace Plan (COL/84/013)

49. In these two projects, assistance was given in establishing 100 water hand-pumps for water provision to areas affected by the eruption of Volcano Nevado del Ruíz, as well as areas affected by armed conflict; 50,000 people benefited.

Support Co-operative Development (COL/84/010)

50. Technical and financial support was provided for the establishment of 200 associations of producers and services and small-scale enterprises in various sectors. Such programmes benefit 10,000 people.

El Cerrejon Block B Coal Project (COL/82/026)

51. The objective of this project was to strengthen the technical operative and negotiating capacity of the National Company Carbone de Colombia to take charge of the planning, execution and control of the large-scale coal mining programme in area B of the Cerrejon deposit. The 1985 production was approximately 2.8 million tons, and it was the first year that Colombia was able to export coal from this deposit. It is expected that production from this site will reach 15 million tons in 1989.

Study and Improvement of Subterranean Water Resources (HAI/79/001)

52. This project assisted in the establishment of a National Committee on Water and Sanitation. An inventory was carried out of 60 per cent of water resources in the country; a water analysis laboratory was established; and hydrologists were trained for the National Water Resources Service. Through this project, an important role was played in the co-ordination of technical assistance programmes for water resources development and in mobilizing financing from IDB, France, the United Nations Capital Development Fund (UNCDF), the United States Agency for International Development (USAID) and the United Nations Children's Fund (UNICEF) for a total of \$14 million.

Protection and Management of the Limbé Basin (HAI/77/005)

53. In this project, endeavours were made to assist the Government in promoting activities to prevent soil erosion and in training rural populations in soil conservation techniques. However, the project did not succeed in mobilizing the support of peasant groups nor did it achieve its objectives, owing to a lack of penetration in the area. None the less, a better understanding of traditional agricultural techniques has been acquired and this will contribute to better formulation of projects for rural populations.

Establishment and Organization of Co-operatives (Phase III) (HAI/78/022)

54. In this project, the groundwork has been prepared for a promising development of the current co-operative movement, especially in the areas of management, creation of guarantee funds, co-operative legislation and accounting plan. Assistance was provided in the establishment of three regional co-operatives; two centres for coffee processing and export; a uniformed management system of grain and coffee co-operatives; warehouses for harvested crops and guarantee funds for co-operatives. Help was also given in mobilizing investment of about \$3.3 million for co-operatives from USAID, the Canadian International Development Agency (CIDA), UNCDF, and the International Labour Organisation (ILO).

Integrated Stone Development (HAI/79/007)

55. In this project, assistance was provided in the preparation of six prefeasibility studies for marble exploitation; assisted on the drafting of regulations on the exploitation of quarries; established a pilot workshop for marble processing; and published a catalogue "Stone in Haiti". However, the workshop is not operational owing to the lack of counterpart funds and provision for maintaining artisans for marble processing.

Development of Telecommunications (Phase II) (HAI/81/001)

56. This is the follow-up phase to HAI/79/010, executed from July 1978-December 1981. The project has given considerable assistance to Telecommunications of Haiti in the management of frequencies and the control of radio-electric broadcasting. Within the framework of assistance to Telecommunications of Haiti, a study was recently carried out to set up a network of coastal stations for maritime communications. The project provided assistance in the establishment of planning services; the formulation of a main development plan for communications; and in training technicians. The implementation of the Main Development Plan requires an \$8 million investment, which may be mobilized from France.

Education for Development (HAI/82/001)

57. The project provided assistance in the establishment of a production unit for educational materials, currently employing 20 people; a programme for education by radio was established; and a unit was set up for the preparation of curricula for the last three years of primary education. Assistance was also provided in the co-ordination of other education projects, particularly those carried out with UNICEF and the World Bank.

Feasibility Modernization Woollen Mill (URU/84/008)

58. A feasibility study project for the reactivation of a private sector textile enterprise served as a model that will enable to support feasibility studies for International Finance Corporation (IFC) financing. This approval will assist the Government in its objectives and increase efficiency, industrial reconversion and modernization.

Master Transport Plan (URU/78/011)

59. Sectoral studies were undertaken in this project aimed at integrating and rationalizing transport modes. Assistance was provided in the preparation of a public investment plan in transport and measures recommended to streamline institutional transport organization. The Government adopted the Master Transport Plan and is enforcing its recommendations.

Assistance to the National Fishery Institute (URU/81/015)

60. In this project, assistance was given in strengthening the technical and management capacity of the Institute for promoting fishery exports and market research. This led to a new export item, which by end 1985 reached \$30 million.

V. CO-ORDINATION ACTIVITIES

61. A successful example of programme co-ordination is the assistance that UNDP had provided, in the case of the Caribbean, to the Governments in the preparation of overall technical co-operation programmes which served as a basis for the preparation of the country programmes. The technical co-operation programmes and the country programmes were discussed with those United Nations agencies that have offices in the Caribbean, namely, the Food and Agriculture Organization of the United Nations (FAO), ILO, the Pan American Health Organization/ the World Health Organization (PAHO/WHO), and the United Nations Industrial Development Organization (UNIDO) and also with the major bilateral donors active in the region. As such the country programming exercise served as a stimulus for donor co-ordination in the identification of the technical co-operation needs of the countries of the region. The co-ordination will be further stimulated by the establishment of an Aid Information System on Capital and Technical Assistance Flows in the Caribbean, which UNDP has been requested to finance as part of the activities of the Caribbean Group for Co-operation in Economic Development (CGCED), which is a collective consultative group jointly sponsored by the World Bank, the International Monetary Fund (IMF), IDB, the Caribbean Development Bank (CDB), the Organization of American States (OAS) and UNDP.

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