



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

Distr.  
GENERAL

DP/CP/BRA/4  
6 March 1987

ORIGINAL: ENGLISH

Thirty-fourth session  
26 May-19 June 1987  
Item 5 (b) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR BRAZIL\*

<u>Programme period</u>	<u>Actual resources programmed</u>	<u>\$</u>
January 1987-December 1991	IPF for 1987-1991	16 500 000
	Carry-over from third cycle	150 000
	Other resources programmed	<u>42 213 000</u>
	Total	58 863 000

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\* Detailed listings of projects and other related data prepared as part of the country programming exercise are available on request. These listings include (a) ongoing projects; (b) proposed projects; (c) distribution of resources by objective; (d) planned activities of operational funds and programmes under the authority of the Administrator; and (e) distribution of new country programme by sector.

## I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. In the triennium 1981-1983, Brazil experienced its most severe economic recession of the century. Real income per capita declined 11 per cent; industrial output fell down by 15.8 per cent; and agricultural production increased by only 0.6 per cent during the period. In addition, the economy was distorted by high levels of inflation that reached about 100 per cent in 1982 and over 210 per cent in 1983. A combination of factors accounted for the weak economic performance of Brazil during the late 1970s and early 1980s, including sharp declines in the international price of coffee, which accounts for 15 per cent of total agricultural exports; oil price increases in 1973 and 1979 - 75 per cent of oil for domestic consumption had to be imported until 1983; a real decline of 6 per cent in exports during the 1981-1983 period caused, in part, by generalized protectionist trends and the shrinking of international trade at the turn of the decade; and an increasing net outflow of capital, as a consequence of rising interest rates, to service the external debt. As a percentage of exports, the payments of interest on the external debt rose from 21.3 per cent in 1978 to 35 per cent in the early 1980s, which forced a sharp reduction in domestic investment. Gross domestic investment, which represented 25.2 per cent of the gross domestic product (GDP) in 1978, declined to 16.9 per cent in 1983.
2. In 1984, the economy started a process of gradual but vigorous recuperation led, mainly, by the recovery of the trade surplus, which experienced a 100 per cent rise, with a substantial surge of 37 per cent in the export of industrial goods. Brazil has managed to reduce sharply its dependency on oil imports, producing up to 60 per cent of its domestic consumption in 1984 and 1985. Since the idle capacity of the country was high, it was possible to attain real growth rates in 1984 and 1985 of 4.5 per cent and 7.4 per cent respectively, without major new investments.
3. In 1985, new inflationary pressures were leading the Brazilian economy to the brink of a hyperinflationary process. In February 1986, inflation reached 14.36 per cent for the month and threatened to soar to an annual rate of 500 per cent by the end of the year. This prompted the Government to adopt its Economic Stabilization Programme, aimed at eliminating inflation and financial speculation while simultaneously maintaining real wages. Launched at a time of economic development, the Economic Stabilization Programme seeks to maintain purchasing power and growth, and does not entail currency devaluation and immediate cuts in public spending.
4. The Government believes that a reduction of the public deficit and a renegotiation of the external debt are necessary conditions for sustained economic growth without inflationary pressures. Thus, the Government attaches great importance to improving the efficiency and effectiveness of public sector management. Additionally, servicing of the external debt presupposes the maintenance of healthy balance of trade surpluses (\$13.09 billion in 1984 and \$12.45 billion in 1985) as well as the development of export markets for primary, semi-manufactured and, to an increasing extent, manufactured goods and services.

While traditional markets may be endangered by world-wide protectionist trends, the Government seeks to compensate for this by purposeful, systematic export promotion efforts and related measures such as improved quality control, a well-functioning patent and technology information system, and the prospection for new markets.

5. By mid-1986, idle productive capacity had been reduced significantly, generating shortages and inflationary pressures. The price-wage freeze adopted in the stabilization programme enabled an increase in real income per capita, triggering a boom in domestic consumption. An expansion of productive capacity became urgently necessary in many sectors of the economy, but so far gross domestic investment has not recovered sufficiently.

6. The Brazilian economy remains vulnerable to external fluctuations, namely, variations in international interest rates and shifts in the trade policies of industrialized countries. Thus, the efforts of Brazil to maintain the remarkable economic performance achieved during the three-year period 1984-1986, and to reach its growth target of 7 per cent per year until 1989, will be conditioned by the vitality of the world economy and the ensuing demand for Brazilian exports; by the availability of international financing and investment; and by the possibility of reducing the net capital outflows of 5 per cent of GDP that now are needed to service the external debt. A rescheduling of the debt on a new basis is therefore a necessary condition for a steady and income-equalizing growth process with low rates of inflation.

#### B. National development strategies

7. The Fourth Development Plan for 1986-1989, the First National Development Plan of the New Republic, presents a diagnosis of the Brazilian social debt, defines a new style of development, and clearly affirms the national commitment to social priorities. The Plan aims to guarantee high rates of economic growth and to improve the distribution of income and wealth in order to reduce inequalities and eliminate poverty.

8. With inflation harnessed, the Government has now been able to concentrate its attention on the quick implementation of measures to ensure rapid economic growth and social reforms. A set of targets has been established, giving priority to the recovery and expansion of the economic infrastructure, to the encouragement of technological renovation in the industrial and agricultural sectors and to the fostering of social development.

9. After approving the National Development Plan in June 1986, the Government released a set of specific targets identifying critical areas and sectors that will receive priority attention in order to attain the macro-objectives of the development plan. Thus, in order to sustain the process of economic growth, the Government intends to expand the transportation infrastructure; to provide all segments of society with access to telecommunication facilities; to ensure an adequate energy supply; and to strengthen technological capacity in key areas such as electronics, biotechnology, fine chemistry, precision mechanics and new materials.

10. In the social field, a more dynamic approach will be taken in relation to programmes involving the supply of basic foodstuffs, combating avoidable diseases, universalizing education, improving housing conditions and reversing social disparities, particularly through the implementation of a programme of agrarian reform. Specifically, the social targets aim to increase agricultural production, ensuring adequate domestic distribution; to provide an adequate diet for all children under six years of age, eliminating the effects of malnutrition and reducing infant mortality rates; to offer preventive medical care and universalize the coverage of health services; to reduce dependence on imported medicines and vaccines; to ensure access to basic education for the entire population and to eliminate the causes of illiteracy; to promote free labour/management negotiations; to encourage the growth of the northeast region of the country at rates higher than the national average; to prevent social marginality and to integrate disadvantaged children into the educational and productive process; to create 1.69 million new jobs per year and guarantee real increases in the minimum salary, which had an immediate rise of 32 per cent with the implementation of the Monetary Reform; and to settle 1.4 million families through the implementation of the National Plan of Agrarian Reform.

11. Voluminous resources will be needed to implement the public sector expenditure programme for the period 1986-1989, while simultaneously guaranteeing suitable financing for private investment. The Government financial strategy is not dependent on a net inflow of resources from abroad; and its own investment plan, plus that of the private sector, will represent approximately 21 per cent of GDP. Therefore, it is essential that additional internal savings be generated in sufficient amounts to close the investment-savings gap. The Plan does assume, however, that world trade will continue to grow, and that oil prices and international interest rates will not rise significantly.

### C. Technical co-operation priorities

12. The process of formulation of the fourth country programme was initiated immediately after the National Development Plan had been prepared. This allowed for an intimate matching and consistency between the objectives of the country programme and the stated development aims of the Government. The Government recognized, however, that not all the national priorities included in the Development Plan needed technical co-operation from concessional sources, either because Brazil already had the technical and managerial competence to solve its own problems, or because external technical inputs could be acquired through commercial channels.

13. Accordingly, the Government established an interministerial working group under the co-ordination of the Planning Secretariat to undertake a comprehensive assessment of needs for technical co-operation from all sources, multilateral as well as bilateral. That working group had access to, and based its findings on, the sectoral studies and analyses that had been conducted in the preparation of the Development Plan. It was not necessary, therefore, to undertake specific studies for the country programme, although several existing technical reports from the World Bank and United Nations specialized agencies were used as inputs. The

working group also convened sectoral meetings with each ministry in order to ensure that all areas that may potentially benefit from technical co-operation had been surveyed. Finally, a series of brainstorming exercises, focusing on key problem areas, generally in a multi-sectoral perspective, were organized with the participation of high-level resource persons from the Government, the academic community, the private sector and the specialized agencies. Areas addressed included social policy, biotechnology, technological forecasting, the environment and food supply systems. UNDP supported the Government in this process.

14. The needs assessment exercise undertaken by the Government resulted in the presentation of 110 credible project proposals with budgets amounting to over \$130 million. Each proposal was submitted to rigorous scrutiny to determine its inclusion in the country programme. The following criteria were used in the selection process, which was jointly carried out by the Planning Secretariat and the United Nations Development Programme (UNDP):

(a) Multilateral technical co-operation must demonstrably play a significant role in support of priority development efforts included in the social and economic plans of the country. Above all, this support must help Brazilian institutions to gain access to external knowledge, such as technology, operational experience and policy perspectives, building upon the objectivity, management capabilities and sectoral experience of the United Nations system;

(b) Participating Brazilian institutions must assume a conscious and active role in all programming aspects - identification, formulation, implementation, monitoring and evaluation - during the entire project cycle;

(c) Projects must ensure a real transfer and national absorption of knowledge and know-how in priority areas, and must foster independent innovation and creativity, avoiding undesirable dependencies on external support;

(d) Projects must have the widest possible impact, be cost effective, and be able to generate multiplier effects;

(e) The counterpart interest in and commitment to technical co-operation must be clearly shown, e.g. by its preparedness to contribute a substantial part of the total project budget;

(f) Preference is given to projects with a high potential for technical co-operation among developing countries (TCDC).

15. The suggested projects that were finally selected for inclusion in the country programme are grouped by primary development objective. It should be kept in mind, however, that these objectives are closely interrelated, and that most projects involve more than one objective. In terms of geographic focus and sectoral distribution, the programme is responsive to the priorities of the National Development Plan. Particular attention was thus paid to the specific needs of areas such as the north-east, the north-west and north, where development must overcome difficult climatic, geophysical and social conditions, as well as to the cities. As regards sectoral distribution, new emphasis is given to the social

sector, including employment and labour relations, and to the determined efforts of the Government to cope with critical poverty phenomena and attain a more equitable distribution of incomes. The programme also focuses on such key sectors as natural resource management, e.g., the soil-water-vegetation interface and environmental policy; transport and communications; urban management, including its economic and social dimensions; the legal and judicial system; food production, food processing and marketing systems; education; science, technology and industrial productivity. In other important sectors, e.g., health and culture, the demand for direct inputs from the new UNDP/Brazil programme is more limited: multilateral co-operation in the health sector, for instance, receives support from the World Health Organization/Pan American Health Organization (WHO)/(PAHO) regular programme, as well as from the United Nations Children's Fund (UNICEF) and the United Nations Fund for Population Activities (UNFPA); in the cultural sector, Brazil receives substantial benefits from UNDP and other United Nations system regional programmes and from bilateral co-operation.

16. Deliberate efforts have been made to involve private enterprise and its public sector equivalents, and to ensure that UNDP technical co-operation has an impact at grass-roots level, benefiting rural as well as urban communities. While, as a general rule, project counterparts are government institutions, the aim to involve all the relevant sectors of society will be reflected in the design of individual projects. In the area of technology development, this builds upon a Brazilian tradition of close public-private sector interaction, exemplified in the UNDP Telecommunications project, where research in a public sector enterprise has been transferred to, and is being used by, private industry. Similarly, the training in project formulation and management in the rural and urban north-east has a significant, if indirect, impact at community level.

#### D. Aid co-ordination arrangements

17. All technical co-operation received by Brazil is co-ordinated jointly by the Ministry of External Relations and the Planning Secretariat of the Presidency. The Ministry, through its Division for Technical Co-operation, is principally responsible for formulating the external technical co-operation policy, for negotiating technical co-operation agreements and projects with external sources, and for participating in the monitoring of projects. On the other hand, the Secretariat of International Economic and Technical Co-operation within the Planning Secretariat, is entrusted with establishing the internal policy of technical co-operation; with ensuring the coherence of that policy with national development objectives; and is responsible, together with the Department of Cultural, Scientific and Technical Co-operation, for project and programme appraisal, formulation, supervision and co-ordination. The Department of Cultural, Scientific and Technical Co-operation and the Secretariat of International Economic and Technical Co-operation regularly schedule mixed commissions with bilateral partners, and programme reviews with international funding sources. Finally, each sectoral Ministry has a Secretariat for Technical Co-operation responsible for identifying needs, making a preliminary assessment of priorities, and for ensuring that the policies and procedures of the funding source are followed.

18. The Brazilian interministerial system of technical co-operation has gained considerable experience and maturity in co-ordinating the assistance received from abroad, in ensuring proper linkages among projects and external sources of technical co-operation, and in monitoring project and programme implementation. In fact, Brazil has assisted other developing countries, including Nicaragua, Mozambique, Panama and Venezuela, in strengthening their own assistance co-ordination arrangements. As a result, there has been no need in Brazil to establish formal co-ordination mechanisms among external sources of technical co-operation, such as round-table meetings or consultative groups. On the other hand, the Government relies on the role of the UNDP Representative as the United Nations system Resident Co-ordinator to ensure coherence and complementarity of all United Nations system technical co-operation.

19. UNDP plays a supportive role in the co-ordination efforts of the Government, particularly regarding technical co-operation provided by the United Nations system. To that end, a project started during the third country programme and continuing in the fourth one, is helping the Secretariat of International Economic and Technical Co-operation establish an integrated and computerized system for project monitoring and programme management.

20. Effective, though informal, co-ordination is maintained between UNDP and United Nations agencies, on the one hand, and international financial institutions on the other, especially at the operational level. UNDP, for example, is participating in the implementation of technical co-operation components of several World Bank loans in areas as diverse as public sector management with the Planning Secretariat of the Presidency of the Republic and the Ministry of Finance; primary education with the Ministry of Education; rural extension with the Brazilian Enterprise for Technical Assistance and Rural Extension; training in high technology with the Ministry of Labour; urban development in the north-east with the Ministry of Urban Development; technical aspects of agrarian reform with the National Institute for Rural Settlement and Agrarian Reform; training in project formulation and supervision with the North-East Development Superintendence and the Centre-West Development Superintendence; irrigation of the San Francisco Valley with the Ministry of Irrigation; and reconstruction of areas affected by flooding with the Ministry of Urban Development, the Ministry of Interior and the North-East Development Superintendence. In all the above cases, resources derived from World Bank loans are used as cost sharing for UNDP technical co-operation projects.

21. Some examples of effective co-ordination are:

(a) Experts in a UNDP/International Labour Organisation (ILO) project are offering technical support to a UNFPA project for post-graduate training on population and development;

(b) United Nations Industrial Development Organization (UNIDO) short-term consultants have served to test technical approaches that have later resulted in investment decisions and/or UNDP projects, for example a Special Industrial Services (SIS) project, High Level Advisory Service to the Technical Centre for Chemical and Textile Industry, which supports the National Service for Industrial Apprenticeship in the definition of needs of international technical co-operation

for the next cycle, and the Tannery Effluents project, which resulted in the approval of a new, large-scale project jointly financed by the Italian Government and UNIDO to help minimize the effects of pollution generated by the agro-industrial sector;

(c) Technical and operational staff of the World Food Programme (WFP) projects in the north-east will receive training offered by a UNDP project with the North-East Development Superintendence;

(d) A Food and Agriculture Organization of the United Nations (FAO) project served to expand the geographical coverage to the state of São Paulo of a UNDP project aimed at improving food supply and distribution systems;

(e) Several projects financed by the United Nations Development Programme for Women (UNIFEM) have contributed to highlight the importance of women in the development process, particularly in the rural area, leading to the inclusion of a special component in the Brazilian Enterprise for Technical Assistance and Rural Extension project to actively involve women in rural extension programmes;

(f) A United Nations Fund for Science and Technology for Development (UNFSST)/UNIDO project has contributed to basic research in the production of carbon fibres; in this field Brazil has developed an advanced technology which is now being tested at pilot level with the participation of the private sector. The experiences gained will be extended to the production of other composite materials;

(g) Finally, the United Nations Centre for Human Settlements (Habitat) (UNCHS) financed a small-scale project with the Brazilian National Housing Bank to improve the technical capacity of housing companies to plan and manage low-cost housing programmes, which led to the identification of a project for the fourth cycle with emphasis on the financing and management of public housing programmes.

22. It is expected that UNDP and bilateral technical co-operation will be complementary in a variety of areas, e.g., the proposed National Academy of Public Administration (UNDP and France); labour relations (UNDP and France); irrigation (UNDP and France); quality control and standardization (UNDP, Federal Republic of Germany, Canada); and biotechnology (UNDP, Japan, France).

## II. THE COUNTRY PROGRAMME

### A. Assessment of previous country programme

23. The third country programme (1982-1986), which reflected the priorities established in the National Development Plan and in the Basic Plan for Scientific and Technological Development, was approved at the twenty-ninth session of the UNDP Governing Council in June 1982. The main objective of the country programme was to help Brazil to achieve a dynamic scientific capability and greater technological autonomy through the acquisition, adaptation and transfer of specific technologies



in selected areas. Priority sectors of the country programme included the conservation and rational use of energy; research and development in telecommunications, transport and communications; and improved productivity in industry, agriculture, forestry and fisheries.

#### General approach

24. One of the main features of the third country programme was the rigorous conceptual framework imposed by the Government at the programme and project formulation stage. This meant that UNDP resources were used primarily to facilitate access to necessary external technology, rather than serve as budgetary support to recipient institutions. In principle, this government policy, which continues to be applied during the fourth country programme, excludes from indicative planning figure (IPF) financing expenditures such as national project personnel, locally manufactured equipment, travel within Brazil, and other administrative or logistic support. The bulk of the UNDP contribution was allocated to funding short- and long-term external consultants, training abroad for Brazilians, and, exceptionally, equipment, when that equipment was demonstrably needed and part of a technology transfer package, or covered by equivalent cost-sharing.

25. The TCDC potential of projects was used as one of the key criteria at the stage of project selection and formulation. During implementation, projects were monitored by the Ministry of External Relations and the Planning Secretariat to ensure that this potential was fully realized. The Government created a special TCDC project, fully funded from a \$2 million cost-sharing contribution, which served, and still serves, to finance travel and per diem of foreign participants to seminars, workshops or courses organized by IPF projects, and, increasingly, to cover the travel and per diem of Brazilian consultants offering technical co-operation abroad on a TCDC basis. The same approach was later used in establishing a more modest, fully cost-shared project for internal technical co-operation. That project served to finance internal travel costs of international experts and counterparts of other UNDP projects, enabling the provision of short-term support to Brazilian institutions not covered by the country programme, thus ensuring that the United Nations system technical co-operation had a maximum multiplier effect within the country.

26. In the selection of projects for inclusion in the country programme, the Government considered the willingness of national counterparts to assume responsibility for part of the project budgets as an important indicator of counterpart commitment and seriousness. As a result, one of the characteristics of the country programme has been the strong co-financing support which, together with a substantial programme cost-sharing contribution by the Planning Secretariat, more than doubled the resources available from UNDP. The total programme delivered in the third cycle is thus expected to reach \$38 million, of which the UNDP contribution was \$16 million, representing 42 per cent of the total.

27. This selection process served as an invaluable programming tool, building upon the experience gained by the Government and UNDP during the preparation and implementation of the two previous cycles. It should be noted that for a total

available IPF of \$35 million (subsequently reduced to \$16.5 million), credible project requests in excess of \$120 million were presented at the pre-programming stage. This called for a rigorous selection which, together with continued monitoring and adjustments by the Government, the executing agencies and the field office, ensured that nearly all projects included in the country programme were actually and successfully implemented. Some new projects were approved during 1985 and 1986, reflecting the changed priorities established by the new Government. Even so, expenditures on projects not originally contemplated in the country programme will only amount to \$0.7 million in the cycle, representing 0.3 per cent of total programme delivery.

28. The sectoral priorities established in the country programme document were strictly followed, with agriculture, communications, industry, natural resources and employment receiving 72 per cent of IPF resources. Even the major reduction in UNDP contributions announced in 1983 as a result of overall financial difficulties, which set all IPFs at 55 per cent of their original amount, did not significantly alter programme plans and delivery. Instead, the Government raised programme and project cost-sharing from \$12 million to \$22 million and maintained the priorities and most projects originally contemplated in the country programme document.

29. During the process of programme implementation, the Government maintained a consistent and close supervision of ongoing projects, processing revisions and taking timely corrective actions. This effort resulted in extremely high rates of implementation, which reached 97.8 per cent in 1983, and 100 per cent in 1984.

#### Main thrust

30. Among the more successful activities implemented during this cycle were projects directly or indirectly linked to investment, thus ensuring that the very modest but objectively applied resources available for technical co-operation had a substantial multiplier effect. Some projects served to identify and select investment opportunities, others to train national personnel in the monitoring, supervision and evaluation of investment projects, and yet others to correct distortions of ongoing investment by adding technical assistance components. Some of the investment-oriented technical co-operation projects received contributions derived from World Bank loans.

31. Particularly noteworthy was a project in the Brazilian north-east, the poorest and most depressed region of the country, to train technicians and officers from state governments and its regional administration in the preparation, appraisal, supervision and evaluation of investment projects in integrated rural development. A similar effort was initiated in 1986 in the area of urban development. The World Bank took an active part, especially in the first phases of this project, which also produced a series of operational manuals on evaluation, monitoring and project supervision, formulated with the active involvement of prospective users, thus helping to adapt World Bank procedures to the reality of north-east Brazil. Over 600 technicians and officials were trained by the project.

32. Equally significant were several projects dealing with social issues: employment, labour relations and social impact evaluation (BRA/82/024, BRA/82/026 and BRA/82/027), carried out with the Planning Secretariat, the regional administration and the Ministry of Labour. They contributed to the formulation of policies at various levels, especially in the transition to the New Republic and in the context of its priority concern with the social dimension of development. In a sectoral perspective, projects in forestry, telecommunications, air transport and energy were particularly noteworthy.

33. A modest but very successful project was carried out in 1986 in the area of human rights, with the support of the United Nations Centre for Human Rights in Geneva. It enabled a representative team of government and university personnel to formulate suggestions, based on comparative inquiries in various European countries, for institutional and policy changes, including a comprehensive human rights education programme, compatible with the democratic orientation of the New Republic.

34. Another area in which the third country programme successfully supported national action was in stimulating horizontal TCDC both within the country, primarily with funds from the Planning Secretariat and the Ministry of External Relations, and with other developing countries (see also para. 25). TCDC has taken the form of training, consultancies and other services, which made available substantial technical manpower services for use in other developing countries. Although the special, fully cost-shared TCDC project, BRA/80/002, could have been used in a more focused and purposeful manner, it played an important role, together with central UNDP funding (INT/83/904) and other external resources, in mounting successful South-South activities in very specific areas such as transport, telecommunications, energy, agro-industries and health, where Brazilian experience is particularly relevant for other developing countries. Nearly 100 Brazilian TCDC consultants undertook technical missions to 26 countries; Brazilian institutions hosted 40 study tours; and approximately 400 nationals of other developing countries received training in Brazil through a variety of courses, seminars and workshops.

#### Problem areas

35. At the moment of formulating the third country programme, Brazil was going through a period of high expectations, created, in part, by the accelerated growth that characterized the 1970s. However, the implementation phase took place during a period of recession and inflationary pressures, which obliged the Government to drastically cut its investment programme; the public sector generally faced great difficulties that affected the planning process and the implementation of government programmes.

36. Among the least successful projects were some in which the project formulation or implementation stages failed to clearly define a counterpart or, more importantly, an adequate institutional setting for follow-up action. This was the case, for instance, in an otherwise successful project on hydrology and climatology of the Amazon (BRA/82/031), where, after the termination of the project, the lack of an adequate institutional base inhibited follow-up action at national and

regional levels. In retrospect, this might have been avoided if, in addition to its successful technical inputs, the project had paid more attention to the need for simple and operationally viable institutional backstopping.

37. Another project, on technology for multipurpose pharmaceutical plants (BRA/82/029), never reached the implementation stage because of the lack of a clearly defined national counterpart. Similarly, a project in support of agricultural policy formulation (BRA/80/001) suffered for several years from very vaguely defined objectives and from a lack of direction in the counterpart institution. In several projects calling for highly specialized technical inputs (consultants, subcontracts, equipment, training abroad), delays in implementation occurred even when the consultants, equipment specifications and external training facilities were identified by the counterpart. In a few instances, the quality of backstopping on the part of the executing agency was inadequate. Other projects suffered from deficient project design in the original document, and from a vague or over-ambitious formulation of immediate objectives and expected results. This prevented project management, national and international, which had not participated in project formulation, from clearly knowing what was expected of the project, and allowed for personal interpretations of the project aims. This occurred, for example, in the support project for the National Council for Scientific and Technological Development (BRA/82/001) and, initially, in the North-East employment project (BRA/82/027), until the project was reoriented following consultations among the Government, ILO, and UNDP; nevertheless, considerable delays and waste were experienced. In the formulation of projects for the fourth country programme, the Government, UNDP and the agencies will need to place added emphasis on good project design.

38. Some projects of a multidisciplinary nature, not falling neatly within the mandate of any specialized agency, required the intervention of the field office in an attempt to ensure adequate inter-agency co-ordination and involvement. This was the case, for instance, in the otherwise successful environmental pollution project (BRA/82/010), where the level of participation of various important agencies still falls short of the original objectives.

### Conclusions

39. On the whole, implementation of the 68 projects included in the third country programme shows a highly satisfactory performance, both in quantitative and in qualitative terms. The programme has had an appreciable impact on development effort. It has helped Brazilian institutions gain access to otherwise unavailable technology, learn from the experience of other developing countries being confronted with similar development problems, establish and solidify South-South linkages, train Brazilians abroad and, generally, broaden the range of experience and know-how available to the country.

40. As regards modalities, there has been a shift, conditioned both by resource limitations and government policy, from long-term experts to the use of short-term consultants as the national counterpart institutions gained experience in the administration and supervision of their own projects. Permanent project personnel, especially chief technical advisers (CTAs), continued to play an important role in

some projects, especially where complex management or policy advice was involved, but in most cases counterpart needs (and their absorptive capacity) called for more specific, short-term and often high-quality external inputs. A particularly successful example was the project with the Commission for the Development of Studies on Aeronautic Infrastructure on Air Transport Planning (BRA/82/007).

41. The positive overall performance is in fact largely attributable to the Government policy of using UNDP technical co-operation as a useful complement, never a substitute, to its own development efforts, avoiding the perpetuation or creation of new external dependencies. The active participation of the Government in programme formulation and supervision also ensured continuous programme relevance and coherence. Continued monitoring and the substantive intervention of the field office has also ensured timeliness and quality of external inputs as well as adequate inter-agency involvement. For the next cycle, a continuation of these policies and commitment is essential; monitoring and evaluation activities should be strengthened and attention to unambiguous project design and institutional framework should be stressed.

#### B. New programme proposal

42. The objective of international technical co-operation for the Brazilian Government is to provide access to outside knowledge and technology which complements, rather than substitutes, national efforts. Within that context, the development objectives of the fourth country programme are:

(a) Institutional strengthening: to prepare selected institutions to meet adequately the demands and priorities of the new Brazilian reality, which encourages democratic participation;

(b) Planning, strategy formulation and programming: to support the Government in its efforts to increase the efficiency and effectiveness of the public sector, particularly in the identification, formulation, monitoring and evaluation of development plans, strategies, programmes and projects;

(c) Social impact, social mobilization: to co-operate in the formulation of policies that encourage the engagement of all segments of society in the development process;

(d) Science and technology: to support the development of a national scientific and technological capability, ensuring an adequate and conscientious transfer, absorption, diffusion, and generation of new knowledge;

(e) Resource mobilization: to co-operate in the mobilization of resources to make Brazilian development viable through:

(i) the identification of public investment projects to mobilize capital resources;

- (ii) the identification, incorporation and conservation of natural resources; and
- (iii) the formulation and implementation of human resources development and employment policies and plans.

43. The financial resources available for the implementation of the fourth country programme include \$16,650,000 from UNDP, and \$41,813,000 from project and programme cost-sharing. Of that amount, a total of \$54,521,000 has been earmarked for 47 new projects, and \$3,342,000 for 10 ongoing projects. In addition, the UNDP Office for Projects Execution (OPE) will execute a management service agreement with a budget of \$2,500,000, which is being financed from the proceeds of a World Bank public sector management loan.

#### Programme adjustment and development

44. While it is expected that continuous programming based on systematic supervision and monitoring of the individual projects will allow adjustments and a considerable degree of flexibility, it is proposed that the new programme include a Programme Support and Development project, which would enable it to respond to new demands and, at the same time, provide for urgent, small-scale technical assistance inputs which would not warrant being processed as formal projects. As in a similar third cycle project, these activities will be closely monitored by the Government and the UNDP field office.

#### Technical co-operation among developing countries

45. The fourth country programme will include a TCDC project to expand and consolidate the results of an earlier project (BRA/80/002). The aim of the proposed project, which will be fully funded by the Government through cost-sharing, is to go beyond ad hoc TCDC activities and to promote instead lasting twinning arrangements between institutions in Brazil and other developing countries.

#### Institutional strengthening

46. The need for institutional adjustment and strengthening is directly related to the transition to a new democratic Government and to the major policy reorientations initiated by it: primary concern with the social aspects of development; democratization and participatory processes; radical new economic measures designed to curb inflation while ensuring continued growth and reducing income disparities; more efficient management of the public sector. The tentative allocation for their first objective, from IPF resources and cost-sharing, is 17 per cent of total programme resources.

47. In this context, access to the experience of other countries can be of critical importance even though it is recognized that institutional models can rarely be transplanted from one socio-cultural matrix to another. Brazilian policy makers and institutions need help primarily to identify and analyse the experience of other countries, to assess its relevance and to project the policy and operational implications of institutional change. It would not be considered

desirable, on the other hand, that external technical co-operation play a direct policy role or assume decisional responsibilities which can only be exercised by Brazilian society; nor should technical co-operation take the form of long-term institutional support, technical or financial, once the particular institutions are mounted, reinforced or re-oriented.

48. In selecting the projects grouped under this first development objective, particular emphasis has thus been placed on the viability of the Brazilian counterparts, and their capacity to absorb and adapt external experiences while maintaining responsibility for policy choices and long-term institutional management.

#### Economic policy and public administration

49. In the area of economic policy and public administration, a first group of projects involves the strengthening and possible re-orientation of institutions pertaining to the Planning Secretariat of the Presidency of the Republic. This includes a project on National Accounts and Related Statistics in the context of a new government-wide public sector management programme. This project, to be carried out by the Brazilian Institute of Statistics, seeks primarily to improve the procedures being presently used to prepare the national accounts by revising the methodology to measure main economic aggregates in order to allow their disaggregation by region. Also included in this first group are a project on Human Resource Development with the Training Centre for Economic Development, directed at the training and recycling of senior government staff, and a new phase of the Computer-based Management Project with the Secretariat of International Economic and Technical Co-operation (BRA/81/012), intended to strengthen the capacity of this central organ to evaluate, monitor and co-ordinate all external technical co-operation in which Brazil is involved.

50. Another project, on Human Resource Development in Public Administration, proposes to strengthen the Secretariat of Public Administration, with particular emphasis on the creation of a National Academy and other civil service training programmes. A project on Social and Economic Planning with the Federal University of Rio de Janeiro will help to mount an advanced programme also offered to senior staff of Government and state enterprises.

#### Law and justice

51. A project on the Modernization of the Judicial System, proposed with the Judicial Council of the Federal Court of Appeals aims at improving court management and judicial training. Specific technical co-operation activities in the area of human rights, especially human rights education at all levels, as well as institutional restructuring, may be provided under the proposed Programme Support and Development project.

52. In a related area, a project with the National Archives will help with the organization of a public archives network and provide training at Federal and State levels. By improving the procedures for document identification, collection, preservation and dissemination, the project will support cultural and scientific research, as well as the democratization of information.

### Institutional strengthening in specific sectors

53. The proposed country programme contains three sectorally focused institutional-strengthening projects in key areas of national development. One, to be implemented with the Department of Civil Aviation, will assist with the creation of a National Civil Aviation Academy. A second project, Human Settlements, aims to strengthen and reorient the national financing system, with emphasis on the allocation of resources to low-cost public housing programmes. Third, an irrigation project or projects, at present still unprogrammed, will concern the design and strengthening of institutional support for the major new national efforts in this area.

### Linkages

54. The above projects on national accounts (the Brazilian Institute of Statistics) and Human Resources Development (the Training Centre for Economic Development) are complementary to related efforts being funded through a World Bank loan, amounting to \$30 million, to strengthen the management of the public sector; the external technical assistance component of this loan is administered by UNDP under a management service contract. The project to create a national academy to train civil servants is expected to receive parallel support through the bilateral technical assistance programme of France. Finally, the proposed project to create a civil aviation academy will benefit from and support the extension of project Regional Institute for Civil Aviation (RLA/82/013).

### Planning, strategy formulation and programming

55. External technical co-operation support in the area of planning, strategy formulation and programming is expected to reinforce national efforts without substituting the policy and other decisional responsibilities of counterpart institutions. Particular importance is attached to methodological advice, especially regarding evaluation and monitoring. Access to the experience of other countries is needed to gain a comparative perspective on particular development strategies; it is in that connection that the objectivity and global scope of the United Nations system is most valuable. The tentative allocation for this second objective, from IPF resources and cost-sharing, is 11 per cent of total programme resources.

### Public sector management

56. Two projects of government-wide significance are envisaged with the Planning Secretariat in the context of the Government efforts to achieve greater efficiency and effectiveness in public sector management. The first project, Evaluation and Monitoring, is intended to help establish a workable evaluation and monitoring system of social programmes and, more generally, of the social impact of development processes and programmes. It will build upon research initiated under a previous UNDP project (BRA/82/024) on social impact evaluation methodology, including the correlations between technological change and employment. A second project, Policy Studies Related to Public Sector Management will assist the Planning Secretariat in designing and adding a comparative dimension to a series of studies in this area.



### Science and technology policy

57. A project for Technological Forecasting in the Ministry of Science and Technology is intended to assist the planning process by strengthening the national capacity for technological forecasting, both globally and with regard to key areas of advanced science and technology. To that end, there is need for methodological advice and continuing access to similar projection exercises, global or sectoral, conducted in other countries. A small, related project with the National Institute of Industrial Patents will strengthen the capacity of the Ministry of Industry and Commerce to forecast technological trends by using patent information.

### Policy planning in specific sectors

58. A variety of projects are intended to strengthen the planning and programming capacity in key sectors of Brazilian development. Air Traffic and Airport Planning, a new phase of project BRA/82/007 with the Department of Civil Aviation will assist the Commission for the Development of Studies on Aeronautic Infrastructure in this essential function in a country of continental dimensions such as Brazil. The investment plans for aeronautic infrastructure to be prepared during the new phase of the project should harmonize the airport development needs, the impact of airports on the urban environment and the interests of the urban communities near airport facilities. The investment plans to be formulated will build upon the existence of qualified staff and pre-feasibility studies that resulted from the first phase of the project. Also in the field of transport, the country programme includes a project in Planning and Evaluating Maritime Transportation to improve the technical capability of the Brazilian Enterprise for Transportation Planning by providing access to new administrative technologies, developing negotiation procedures between operators and users of international maritime transportation, and by improving the management and efficiency of harbour use. A follow-up project, Policies in the Energy Sector, with the Agency for the Financing of Studies and Projects, an institution related to the Ministry of Science and Technology, will assist in formulating general and specific policies and relating them to planning bodies at the national level. Particular emphasis will be placed on new and renewable sources of energy, energy conservation and non-network energy supply. In a critical area of economic and social significance, a project for Food Supply Planning and Monitoring will assist in developing a comprehensive system.

### Linkages

59. The projects proposed under objective two on evaluation and monitoring, as well as the public sector policy studies, are directly relevant to institutional strengthening, and will therefore have close links with the Brazilian Institute of Statistics national accounts and statistics project (see para. 49; note that this is also covered by a World Bank project administered by UNDP under a management service contract). It will also relate to the employment policy project discussed below under development objective three. Evaluation and monitoring, in a project perspective, also figure prominently under development objective five in three regional training programmes on project formulation and management (see para. 83), as well as in a support project with the Ministry of Education (para. 81). The

Technological Forecasting project will enable the Ministry of Science and Technology to co-ordinate, orient, evaluate, monitor and, in appropriate cases, to strengthen sectoral or specially limited research and development, including the science and technology projects proposed in the country programme under development objective four and a variety of bilateral science and technology projects. The importance given to projects concerned with planning and monitoring of the public sector is also coherent with the priorities established in the third regional programme for Latin America and the Caribbean. Particularly noteworthy are the links that can be identified between the projects described under this objective and the regional projects referred to in sectors such as food supply and technological forecasting.

#### Social impact projects; Social mobilization

60. The projects proposed under this development objective encompass a wide spectrum of activities responding to the importance which the Government attaches to the active involvement of all segments of society in the process of development and its benefits. Projects range from employment, labour relations and community mobilization to the operation of food supply systems, environmental policies, soil conservation, irrigation, urban management and culture; most of them interface with a variety of projects proposed under other development objectives. The tentative allocation for this third objective, from IPF resources and cost-sharing, is 30 per cent of total programme resources.

61. While social impact policies and community mobilization must, in essence, derive from national choices and involve endogenous processes, United Nations system support can make important technical and methodological contributions, and add a comparative perspective at the policy level.

#### Labour sector

62. Three basic projects are proposed in the labour sector. The first, Analysis and Formulation of Employment Policies, with the Employment Secretariat of the Ministry of Labour, will provide support particularly for the rural and informal urban employment policies. In that context, it will interlink with the Economic Policy and Public Administration projects discussed above and in particular the Brazilian Institute of Statistics project. A second project, Labour Relations and Collective Bargaining, with the Labour Relations Secretariat, involves both labour unions and employers, and assists in establishing policies and infrastructure compatible with the democratic orientation of the New Republic. It makes use of the project on Legal/Economic Negotiations referred to in paragraph 84. The execution of both projects will be based upon the results achieved by two projects included in the third country programme concerned with employment and labour relations (BRA/82/024 and BRA/82/026). These projects contributed to the definition of the frame of reference for the process of labour policy formulation that constitutes the main concern of the new projects. A third project, Community Vocational Training Programme, implemented by the National Service for Rural Apprenticeship in co-operation with the Special Secretariat for Community Relations in the Presidency of the Republic, the Brazilian Enterprise for Technical Assistance and Rural Extension, the Ministry of Health and officials at state

level, will help in the design and operationalization of a nation-wide programme focusing primarily on community-operated public health systems, housing, small-scale agro-industry and handicrafts.

### Environment

63. Of fundamental importance in this group of projects is the follow-up and broadening of an ongoing Environmental Management project with the Special Secretariat for the Environment. In the past, the project concentrated on marine pollution in the Bay of Santos, and some environmental mapping activities in São Paulo state. In the fourth cycle, the geographic scope of the project will be broadened to include other vulnerable areas of the Brazilian coast; in fact, three other states had participated in the final phase of the third cycle project. Beyond this, the parameters of the project will be expanded to encompass environmental mapping and control measures in non-coastal regions of the country, including agricultural, forest and industrial areas, as well as the urban environment. The project could also be given a monitoring function with regard to other environment-related activities included in the country programme, and will be of major importance also in strengthening the Government capacity to monitor the environmental impact of major investment projects. The Special Secretariat for the Environment project may also assist in designing environmental policies, e.g., for future power projects in Amazonia.

64. Among these other activities is a project on Environmental Control in Agro-industries to be carried out in the context of the National Service for Industrial Apprenticeship vocational and industrial management training programmes. The country programme proposes the continuation (with the Company for the Development of Valle do Rio Doce), of the project Impact of Development in Eastern Amazonia, with particular reference to the environmental and social impact of the company's operations in the Carajas area (BRA/85/002).

### Rural development: soils and water

65. A rural extension system, able to give effective assistance to small farmers, is essential to support the dissemination of the results achieved by the above-mentioned projects in the areas of environmental protection, soil conservation and irrigation; the country programme, thus, includes, with the Brazilian Enterprise for Technical Assistance and Rural Extension, the project Planning, Monitoring and Evaluation Activities of the Rural Extension System. The project also plans to train the Brazilian Enterprise for Technical Assistance and Rural Extension staff in methodologies and processes of assistance that respect and work with the small farmers' own organizations. In line with the specific conditions of the country, this will be complemented by a follow-up project on Watershed Management and Soil Conservation, continuing and expanding a precursor project (BRA/82/011 with the Ministry of Agriculture) in the context of a new, nation-wide management programme for river basins, soil and water.

66. Related to this, and of equal social significance is the priority attributed to irrigation in the National Development Plan. It is thus suggested that a nation-wide project, Studies on the Social Impact of Irrigation, with the Ministry

of Irrigation, should complete a series of studies, especially on irrigation-employment correlations, and that the expansion of irrigated areas be supported by a project on Meteorological Monitoring and Projection for Purposes of Irrigation Planning.

#### Urban development

67. The country programme proposes the establishment of an umbrella project, Technical Assistance in the Area of Urban Development. This project, to be co-ordinated by the Ministry of Urban Development and Environment is intended to provide support for the planning, formulation and management of investment projects, institutional-strengthening and specific operational action on various aspects of urban development, including housing, sanitation, water and such social correlates as employment, health, food supply, education and environment, focusing on the low-income urban population. In the specific area of urban sanitation, the project Alternative Water and Sanitation Techniques is included to improve the quality of sanitation services in the Federal District of Brasilia.

#### Food supply system

68. In addition to the project on food supply policy listed under objective two (para. 57), and as a follow up to a third cycle project, an umbrella project on the Food Marketing System is proposed to provide support to operationally focused research and action designed, on the one hand, to include small producers, and, on the other hand, to reach low-income consumers, especially in urban areas. This action could be carried out on a regional basis, e.g., in the north-east and Amazonia, where present food supply systems are notoriously inadequate, as well as in major urban centres.

#### Culture

69. In addition to the regional UNDP/United Nations Educational, Scientific and Cultural Organization (UNESCO) programmes on cultural patrimony, a small project, Cultural Dimension in Development is proposed with the Ministry of Culture, enabling it to receive specific external inputs in support of planning and operational efforts.

#### Linkages

70. All the projects suggested in this objective are relevant to, and will have links with, the Institutional Support and Policy Planning projects listed under objectives one and two. There are also evident links with the Resource Mobilization and Science and Technology projects. These links will be given an operational dimension in individual project design. In general terms, most of the proposed country programme projects, e.g., the projects in the area of land reform and justice are of social significance, as is the action on the United Nations system programmes operating in Brazil, in particular UNICEF, the United Nations Fund for Population Activities, WFP and a variety of projects of the United Nations Development Fund for Women (UNIFEM). The projects included in this group complement those of the third regional programme for Latin America and the

Caribbean which aim to strengthen the capacity of public administration to formulate and implement policy and programmes in the social sector. Particularly significant to the country programme are the projects related to Low Cost Sanitation (INT/82/002) and the Cultural Dimension of the Development Process.

### Science and technology

71. The acquisition and transfer of technology has figured prominently in the previous country programme, particularly the third programme, and has helped Brazil to acquire an enviable level of technological maturity in many important sectors. Nevertheless, there remain substantial gaps which affect the economic potential of the country. While many of these gaps involve sophisticated technology, e.g., in the sector of bio-genetics, they generally concern basic needs in areas such as health, food production and communications. It is from this perspective that the country programme includes a number of specific projects where the objectivity and sectoral expertise of the United Nations system could provide the necessary linkages with external research and experience, thus helping to overcome critical technology gaps. The objective is not to acquire static knowledge, but to stimulate technological vitality and creativity, at the research and development and production levels, allowing Brazil not only to meet the specific needs of its society, but also to attain a status of partnership in research and development with more advanced countries. The tentative allocation for this fourth objective, from IPF resources and cost-sharing, is 28 per cent of total programme resources.

### Technological information flows

72. Dissemination of Technological Information, a project with the National Institute of Industrial Patents which had previously received UNDP support in its effort to modernize the Brazilian patent system, proposes to assist that institution in the systematic Dissemination of Technological Information, to the research community and industry.

### Research and development

73. Two projects are presented in the area of biotechnology, an area of major significance for the health system (including the development of immuno-biologicals for the major endemics of Brazil), agriculture and energy. The first project, Technical Upgrading of Biotechnology Research Teams, will be managed by the Ministry of Science and Technology and involve an informal consortium of the relevant Brazilian institutions and enterprises. The project is intended to upgrade the basic scientific and technological skills of Brazilian research teams active in applied biotechnology, complementing the postgraduate research in national and foreign universities, and the inter-institutional linkages developed on a commercial or bilateral basis. A second project, Postgraduate Training and Research Programme in Biotechnology, with the University of Sao Paulo, aims to reinforce its role as an important centre of excellence.

74. In the area of telecommunications, a new phase of a project with the Research and Development Centre of the Brazilian Telecommunication Company will assist in the research and development of telecommunication equipment adjusted to local

conditions. In the area of fine chemistry, a project with the Institute for Technological Research in São Paulo expects to assist in developing a major research programme, and to upgrade technologies from bench to pilot scale, and to provide the necessary training, with focus on essential intermediate and final products and areas such as sugar chemistry, which are of great strategic importance in the Brazilian economy.

#### Technological improvements at production and operational levels

75. The project, Improvements in the Utilization of Coal, with the Brazilian Power Company, focuses on fluid ice-bed technologies. This project is closely linked to the project concerned with environmental protection since it aims to minimize the polluting effects of coal combustion on the environment.

76. In two industrial sectors, projects intended to enhance productivity by introducing new technological perspectives in vocational training programmes are proposed with the National Service for Industrial Apprenticeship. One, Wood Processing Industry, building upon a third country programme pilot activity in the state of Mato Grosso, concerns particularly the north-western and northern regions. A second project, Textile and Garments Industry, to be implemented in co-operation with the Centre for Chemical and Textile Industry, concerns productivity and product development.

77. In the air transport sector, the country programme proposes a project on Air Traffic Safety with the Department of Civil Aviation/Flight Protection Institute, following up on third country programme UNDP technical co-operation (BRA/82/006). The second phase of the project aims to develop, implement and disseminate hardware and software related to air traffic safety. These activities utilize the qualified staff trained in the informatics area in the prior project.

78. In agriculture, the priority needs for external scientific and technological inputs under the new country programme will concentrate on the livestock sector.

#### Linkages

79. The projects proposed under this objective, primarily those concerning biotechnology and fine chemistry, are closely related to the Technological Forecasting project listed under development objective two, which will monitor and provide policy guidance and co-ordination from a central perspective.

80. Several of the science and technology projects have direct implications for employment and other social correlates of development and will, therefore, have links with the projects proposed under the third objective in the Labour Sector and on Environment and Urban Developments. Close linkages with the third regional programme for Latin America and the Caribbean will be established, especially in areas such as wood processing, biotechnology, sugar industry and intellectual property.

### Resource mobilization

81. This development objective covers the identification, formulation and management of public investment projects, and the mapping and rational utilization of natural and manpower resources in the context of national development programmes. The tentative allocation for this fifth objective, from IPF resources and cost-sharing, is 15 per cent of total programme resources.

### Project formulation, evaluation, supervision and management

82. A first group of projects, with a specific regional focus, is based on the successful experience of a UNDP programme, initiated in 1982 and co-executed by the World Bank, under which over 600 responsible North-East Development Superintendence and state officials and technicians received intensive training in the formulation, evaluation, monitoring and supervision of investment projects in the context of region-wide integrated rural development and, more recently, urban development programmes (see paras. 30-31), both with substantial funding from World Bank loans. The effect of this highly pragmatic and operational training, which included the joint elaboration of operational manuals on evaluation, monitoring and supervision, has been to create a critical mass of officials and technicians from the north-east ready to assume the primary responsibility for the formulation, supervision and management of investment projects benefiting their region or state.

83. The fourth country programme includes the continuation of the training projects in rural and urban development in the north-east, adding a new focus on the implementation of land reform. Similar training projects are suggested with the Centre-West Development Superintendence, focusing on project supervision and management in the context of regional development in the north-west, as well as with the Amazon Region Development Superintendence with emphasis on the formulation and evaluation of bankable projects in the Amazonian region; the Centre-West Development Superintendence project also includes the management and supervision of the World Bank-funded North-West Region Development programme, while the training in the Amazon River Development Superintendence will focus on projects based on a series of river basin development plans, forestry management and wood processing industry projects, and food production and commercialization projects involving low income communities. Technicians will be trained through a support project for the National Institute for Rural Settlement and Agrarian Reform, Project Formulation and Management in the Context of the National Land Reform Programme.

84. A project with the Ministry of Education proposes a similar approach involving training in the formulation, evaluation, management and supervision of investment projects in the educational sector, especially at the primary and secondary level, with focus on programmes supported by substantial World Bank and other multilateral and national funding.

### Legal/economic negotiations

85. The Faculty of Law of the University of São Paulo, in co-operation with the Training Centre for Economic Development, envisages the establishment and implementation of a university level project, Specialization Programme on

Negotiation Techniques in Legal/Economic Transactions, to be attended by graduate and post-graduate students, practising lawyers, officials and businessmen. The focus will be on international financing, technology contracts and labour negotiations. The two-semester academic programme will also serve as a matrix for shorter topical seminars for special target groups, co-sponsored by the Training Centre for Economic Development and with the institutional support of the Ministry of External Relations.

Natural resource management

86. In addition to projects listed under objective three on soil conservation, irrigation and environment, and to the programme reserve suggested under objective one in the general area of irrigation, it is proposed that the new country programme should also contain a project on Forestry Resources and Re-forestation in the Context of Watershed Management. To that end, an ongoing project with the Brazilian Institute for Forestry Development (BRA/82/008) should be completed in the new country programme; in addition to its main emphasis on the north-east and to the systematic diffusion of its results throughout that region, it also encompasses operational research relevant to other parts of the country, in particular, the south, centre-east and centre-west.



Annex

FINANCIAL SUMMARY

I. EFFECTIVE RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

A. <u>UNDP-administered sources</u>	\$	\$
Third cycle IPF balance	150 000	
Fourth cycle IPF	16 500 000	
Subtotal IPF		
Special Measures Fund for the Least Developed Countries	-	
Special programme resources	400 000	
Government cost-sharing	39 313 000	
Third-party cost-sharing	-	
Operational funds under the authority of the Administrator	-	
UNDP special trust funds	-	
Subtotal, UNDP non-IPF funds		39 713 000
B. <u>Other funds</u>		
Funds from other United Nations agencies or bodies firmly committed as a result of the country programming exercise	-	
Parallel financing from non-United Nations sources	2 500 000	
Total, other sources		2 500 000
TOTAL ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING		<u>58 863 000</u>

II. USE OF RESOURCES

Ongoing projects	3 342 000	
New project proposals	55 521 000	
Programmed reserve	-	
Subtotal, programmed resources		58 863 000
Unprogrammed reserve		<u>-</u>
TOTAL USE OF RESOURCES		<u>58 863 000</u>

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