



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

Distr.  
GENERAL

DP/CP/IVC/NOTE/4  
19 February 1987  
ENGLISH  
ORIGINAL: FRENCH

Thirty-fourth session  
27 May-19 June 1987, New York  
Item 5 (b) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programming and projects

FOURTH COUNTRY PROGRAMME FOR COTE D'IVOIRE

Note by the Administrator

I. THE PROGRAMMING PROCESS

1. The fourth country programme of Côte d'Ivoire, 1987-1991, is the outcome of a programming exercise begun formally in February 1986. At that time, the Minister of Economic Affairs and Finance and the Resident Representative of the United Nations Development Programme (UNDP) agreed to establish a joint Government/UNDP group responsible for directing and monitoring the fourth-cycle programming exercise. The note which the Resident Representative addressed to the Government in June 1986 initiated reflection on the programme.
2. During the preparation of the programme, the UNDP office in Abidjan worked as a partner with the Investment Department of the Ministry of Economic Affairs and Finance, the government body that co-ordinates UNDP activities. Exchanges of views and informal consultations with other multilateral and bilateral agencies also took place.
3. Within the Ivorian Administration itself, the Investment Department was responsible for consulting with the technical ministries concerned on the two questions of assessing the third-cycle operations and identifying the priority activities for the fourth cycle. More intensive consultations still were held in July and October 1986 to achieve maximum complementarity between the UNDP programme and the activities of the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the United Nations Fund for Population Activities (UNFPA).

4. The assessment of the third cycle found that the results were satisfactory on the whole. Indeed, despite the UNDP financial crisis at the beginning of the third cycle, the programme was properly executed and met the needs of Côte d'Ivoire.

## II. FOURTH COUNTRY PROGRAMME

5. The strategies and priorities selected for the fourth cycle were established on the basis of the broad guidelines and national objectives formulated by the head of State and reaffirmed in the conclusions of the Eighth Congress of the Côte d'Ivoire Democratic Party. The strategies and priorities determined the choice of the following sectors, which make up the UNDP programme for the years 1987-1991:

(a) Rural development and agricultural production, in particular applied research and extension work among producers;

(b) Industrial and commercial development, with the emphasis on small-scale industry and exports;

(c) Administration and planning.

6. Although encouraging results have been recorded, further work must be done to achieve food self-sufficiency and modernize the rural sector. The Government, it should be noted, allocates a large proportion of its own resources to this objective. It is therefore natural that the country programme should devote approximately 49 per cent of the available resources to supporting this work.

7. Development of industry and commerce, particularly of small and medium-sized enterprises, the major component, is the second of the Government's stated objectives. In view of the importance which the Government intends to give to small and medium-sized enterprises in building the industrial infrastructure, and considering the catalytic role such enterprises can play in the economic and social life of the country, approximately one quarter of the available resources (28 per cent) is allocated to activities planned by the Government in this sector.

8. As regards public administration, the Government's concern is to make the Ivorian Administration a tool which serves the country's development. In this context, it has, with United Nations assistance, undertaken a series of reforms relating to administrative structures, the Civil Service regulations and the training and advanced training of State and government officials. The reforms in question call for a sustained effort. Accordingly, the country programme for the fourth cycle will again allocate United Nations assistance to such reforms (11 per cent), which represent an important factor in the national economy.

9. South/South co-operation ranks high in the economic and social development strategy of Côte d'Ivoire. The Government intends to make of such co-operation an instrument for promoting trade not only with the countries of the subregion which are members of the West African Economic Community (WAEC) or the Economic Community of West African States (ECOWAS) but also with the countries of Latin America and

Asia. Funds have therefore been allocated in the fourth country programme to facilitate such co-operation.

10. In short, while the programming was carried out with the overall development of Côte d'Ivoire in mind, special consideration was given to particular sectors in which UNDP is best fitted to provide assistance in view of its terms of reference and experience, and the support which the country receives from numerous other sources was taken into account.

11. Bearing in mind also the many other assistance activities, the Ivorian Administration and UNDP carried out a series of joint assessments of the projects deemed essential. Following a joint review of many projects, the new projects were selected on the basis of the Government's priority objectives and out of a concern to make the country programme as cohesive as possible, thereby exerting a real impact on the economic development of the target socio-economic groups.

12. Lastly, it is clear from analyses performed throughout the programming that the main development policies of Côte d'Ivoire show some continuity, which is reflected in the relative consistency of UNDP activities in its successive assistance programmes since the 1960s. In line with this trend, the fourth country programme does not seek to resolve specific problems in terms of time and geography, but instead forms part of and underpins a long-term approach to the economic development of Côte d'Ivoire.

### III. IMPLEMENTATION OF THE PROGRAMME

13. The first step will be to continue and complete the preparation and formulation of the new projects included in the proposed programme.

14. The second activity, to be staggered throughout the execution of the country programme, will be the periodic assessment of completed projects and previous programmes, with a view to making useful or necessary modifications while the fourth programme is being implemented. A special effort will be made to maintain the quality and frequency of the dialogue between the programme partners, this being of key importance to continuous programming. There will be an in-depth review of the programme at the mid-term.

15. Arrangements for implementing UNDP projects will be scrutinized so as to ensure use of the most appropriate means: resident experts, consultants, national experts, volunteers, etc.

16. As drawn up, the fourth country programme could serve as a frame of reference for other sources of funding and attract the maximum number of inputs, both multilateral and bilateral. The Government and UNDP will embark on that task. Intensive efforts will be made, for instance, to mobilize funds for the co-financing of projects. The Government is willing, as in the past, to share the cost of certain projects. Consultations regarding specific commitments are currently in progress.

IV. RECOMMENDATION OF THE ADMINISTRATOR

17. The Administrator recommends that the Governing Council approve the fourth country programme for Côte d'Ivoire.

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