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PROGRAMME PLANNING

FOURTH COUNTRY PROGRAMME FOR MEXICO

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The programming exercise began officially in Mexico early in June 1986, with the presentation to the Government of the resident representative's note containing UNDP views on the possible orientation for the fourth country programme. The Secretary for Foreign Affairs presented the draft programme to the resident representative in November 1986.

2. As a component of the programming exercise, the Secretariat for Foreign Affairs, the Government entity officially responsible for establishing international technical co-operation policies and for their co-ordination, convoked a meeting of the Technical Committee for International Technical Co-operation to consider the needs of the sectoral secretariats, administrative organizations, universities and research institutions. The Committee is composed of representatives of the Secretariat for Programming and Budget, the National Council for Science and Technology and the Secretariat for Foreign Affairs. Within the broad guidelines that had been agreed in the constant dialogue maintained with the Office of the Resident Representative, the Committee determined which projects would be included in the country programme. The UNDP office participated actively in the preparation of the projects. The guidelines stated that projects had to support the overall objectives agreed upon for the programme, which were themselves derived from the National Development Plan and sectoral programmes; that the projects were a priority need of the institution concerned; and that the institution fully understood that international co-operation is complementary to its work, not a substitute for internal budgetary resources.

3. Within this orientation, more than 150 projects were presented; 32 were judged highly recommendable. Of these, 25 were considered to have met all the established criteria and have been included in the fourth country programme. During the programming process, the techniques and software developed in the project National System for International Technical Co-operation (MEX/83/002) were instrumental in processing and analysing the voluminous documentation received.

## II. THE FOURTH COUNTRY PROGRAMME

4. The focus of the fourth country programme is consistent with the National Development Plan and the Government's new mid-term development strategy, which is growth oriented. It is designed to assist the Government in reaching goals which naturally go beyond the scope of the limited UNDP resources. The objectives of the programme are: (a) to support the strengthening of the managerial capacity of the Government, placing special emphasis on programmes directed towards economic, employment and social welfare development; (b) to contribute to training and to the incorporation of new technologies in the industrial sector with a view to the expansion of non-petroleum exports; (c) to support the efforts of the Government in achieving a better utilization of natural, agricultural and fishery resources; (d) to support governmental action for the benefit of groups which are economically less fortunate, with special emphasis on food, health and social welfare.

5. There is a linkage among these objectives that is central to the Government's strategy: technological options are viewed in the light of their effect on generating employment; public expenditure priorities are determined by their potential effect on economic decentralization and on the provision of quality social services; and agro-industrial development is conceived in terms of its manpower, organizational, technological and financial requirements. For this reason, the projects may also be considered as coming under more than one objective.

6. The Indicative Planning Figure (IPF) for the fourth cycle is \$11 million. In addition to this, the unspent amount of \$1,119,667 from Special Programme Resources allocated to earthquake reconstruction projects, as well as \$5 million from the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE) have been included in the Programme. The Administrator is pleased to note that the Government of Mexico, in spite of its fiscal restraints, will provide \$2,532,782 in cost-sharing, which brings the total resources for programming to \$19,652,449.

7. The projects themselves are distributed among the four objectives by \$3,131,725 or 16 per cent to objective (a); \$7,150,700 or 36 per cent to objective (b); \$7,086,482 or 36 per cent to objective (c) and \$1,633,142 or 8 per cent to objective (d). The sum of \$650,400 has been left as an unprogrammed reserve. This distribution should be considered in the light of paragraph 5 above.

8. Several United Nations system agencies and organizations maintain regional or country representations in Mexico. Although not all of these organizations provide technical co-operation, there is ample co-ordination among the programmes to ensure complementarity and to avoid duplication. Since UNDP resources are being allocated primarily to productive sectors, the co-ordinated participation of other programmes in other areas, particularly the social sectors, takes on added significance.

### III. MANAGEMENT OF THE COUNTRY PROGRAMME

9. The Government of Mexico attaches considerable importance to Technical Co-operation among Developing Countries (TCDC). Several projects are based on this operational modality, it is also seen as a means of sharing with other countries areas of expertise developed by Mexico. The Administrator considers this to be an important policy consideration which UNDP fully supports.

10. Other implementation modalities to be used in the fourth programme include government execution, the increased use of national experts, the limitation of long-term resident experts, and the use of high-level short-term consultancies.

11. The Government of Mexico, through the Department of International Technical Co-operation, and the UNDP office in Mexico have implemented a comprehensive project monitoring and evaluation system along the lines established by UNDP. All projects are subject to periodic visits, reports, exchanges of information and experiences with other projects and, where stipulated, in-depth evaluations. This system will continue in the fourth programme to ensure that projects meet their objectives and that they are implemented in a most cost-effective manner.

12. Since there will be Presidential elections and a new Administration in December 1988, the programme will be kept under review to ensure its continued validity.

### IV. RECOMMENDATION OF THE ADMINISTRATOR

13. The Administrator recommends that the Governing Council approve the Country Programme for Mexico.

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